

# Business Plan 2011–2015

## Department for Business, Innovation and Skills

November 2010

*This plan will be refreshed annually*

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## A) Vision

BIS is the department for growth. We have a key role to play in delivering the Coalition's commitment to building a new and more responsible economic model, as well as delivering fairness and the objectives of the Big Society. It is the role of BIS to help define that new model: one that delivers sustainable growth across the country and international competitiveness in a low-carbon economy no longer reliant on a narrow range of sectors.

This requires developing our human capital, through our universities and skills system, and science, innovation and technology development. In doing so, we must help those who most need help. We will remove barriers to growth and create the conditions for business success, both at home and abroad.

The fiscal deficit means that we cannot deliver this vision by simply spending taxpayers' money. However, I believe we can achieve it by introducing reforms that profoundly shift the balance between the state, businesses and individuals. Our economic reforms will enable individuals, businesses and institutions to make decisions about how public money is spent and improve the value of support provided by targeting those areas that offer the greatest potential for long term economic growth. Our reforms will reduce the control of central government over higher and further education, developing a market-based approach with increasing competition and driven by individual learners' decisions and the needs of local businesses, while ensuring that students and graduates on low incomes receive the financial support they need.

Creating efficient and dynamic markets is one of the biggest contributions government can make to economic growth. By removing bottlenecks and making it easier for new businesses to start, we can free opportunities for investment and help generate productivity growth. Free markets are not always fair markets. Our reforms will support long term growth by ensuring that businesses operate responsibly, that small businesses have the opportunity to compete with the large and that consumers are protected.

Vince Cable, Secretary of State for Business, Innovation and Skills

## B) Coalition Priorities

### Structural Reform Priorities

*Secure an economy that is more dynamic and more balanced between public and private sectors and between regions*

#### 1. Rebalance the economy across sectors

- Ensure new businesses and economic opportunities are more evenly shared, supporting growth and a low-carbon economy

#### 2. Rebalance the economy across regions

- Enable local authorities and businesses to determine the development strategies for their local area, in ways that support economic growth and help to rebalance the economy

#### 3. Safeguard the future of Royal Mail and the Post Office

- Secure the future of the universal postal service and create a sustainable future for Royal Mail and the Post Office network

## B) Coalition Priorities

### Structural Reform Priorities (continued)

*Safeguard the UK's long term growth by promoting skills and by turning knowledge to commercial use*

#### 4. Build an internationally competitive skills base

- Create a dynamic and efficient skills system with informed, empowered learners and employers served by responsive colleges and other providers in their areas

#### 5. Support universities, science and research in building a strong, innovative economy

- Establish a higher education, science and research framework that promotes world-class competitiveness in teaching and research. Ensure progression, fair access and better quality for students. Strengthen links between universities and industries and support innovation and technology development

*Stimulate enterprise and trade to drive the rebalancing and private sector growth we want to see*

#### 6. Boost enterprise and make this the decade of the entrepreneur

- Help small and medium-sized businesses start and thrive through better business support, improved access to finance and stronger competition, with fewer market barriers to entry, creating a more entrepreneurial culture

#### 7. Stimulate exports and inward investment

- Promote open and fair global markets, improve UK Trade & Investment's focus on generating high-value inward investment, and strengthen the capability of UK exporters

## B) Coalition Priorities

### Structural Reform Priorities (continued)

#### *Remove government as an obstacle to growth while ensuring responsible corporate behaviour*

#### 8. Create a positive business environment

- Create a business environment that supports long term investment and sustainable growth, reducing regulation, creating more flexible labour markets, reforming corporate governance and ensuring that intellectual property laws promote commercial innovation

#### 9. Protect and empower consumers

- Strengthen consumer protections, especially for the most vulnerable, and promote more responsible corporate and consumer behaviour through greater transparency and by harnessing insights from behavioural economics and social psychology

## B) Coalition Priorities

### The Department will no longer...

...expect students who benefit more from higher education to pay the same as less well-off students

...distribute the teaching grant via universities, but put the spending power directly in the hands of students

...impose central bureaucracy on further education colleges or fund skills training that employers would help to pay for anyway, like Train to Gain

...determine the structure of regional development from Whitehall through the Regional Development Agencies. The Government supports the creation of local enterprise partnerships to support local economic development

...maintain public funding for a vast array of arm's-length bodies, with the number reduced from 57 to 33, with a further 9 under review

...fund entitlements for adult skills courses to full fee remission for Level 2 (age 25 and over) and first full Level 3 (age 24 and over). Instead, the Department will offer loans for learners at Level 3 and Level 4 aged 24 years and over

## C) Structural Reform Plan

The Coalition is committed to a programme of reform that will turn government on its head. We want to bring about a power shift, taking power away from Whitehall and putting it into the hands of people and communities, and a horizon shift, making the decisions that will equip Britain for long term success. For too long citizens have been treated as passive recipients of centralised, standardised services. This Government is putting citizens back in charge, and Structural Reform Plans are part of this shift of power from government to people.

This section sets out how, and when, the Department will achieve the reforms that are needed to make this happen. Structural Reform Plans are key tools for holding departments to account for the implementation of Programme for Government commitments, replacing the old top-down systems of targets and central micromanagement.

Each month, the Department publishes a simple report on its progress in meeting these commitments. These reports are available on our departmental website and on the Number 10 website.

All legislative timings and subsequent actions are subject to Parliamentary timetable and approval.

# 1. Rebalance the economy across sectors

(p.1 of 2)

*Ensure new businesses and economic opportunities are more evenly shared, supporting growth and a low-carbon economy*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>1.1 Establish a Green Investment Bank to support private investment in green infrastructure and late-stage technologies</b>		
i. Establish the governance arrangements and design the business and operating model of the new institution	Started	May 2011
ii. Put staff and back office systems in place, in preparation for the launch of the incubation phase	Started	Dec 2011
iii. Continue market testing for the role of the Green Investment Bank beyond the incubation phase	May 2011	Dec 2011
<b>1.2 Deliver improved access to diverse sources of finance for all businesses by working with HM Treasury to assess developments and address barriers in corporate bond and equity markets</b>		
i. Analyse the funding landscape for medium-sized businesses to identify any finance gaps and develop options to address them	Started	Apr 2011
ii. Develop an implementation plan to support sustainable, affordable lending to business	Started	Apr 2011
<b>MILESTONES</b>		
A. Green Paper published with HM Treasury on business finance	Complete	
B. Implementation plan published to support sustainable, affordable lending to business	Apr 2011	
C. Design of Green Investment Bank complete and published	May 2011	
D. Independent Banking Commission report published	Autumn 2011	
E. Green Investment Bank operational	Sep 2012	
F. First annual data released on the funds in and size of investments made by the Green Investment Bank	May 2013	

# 1. Rebalance the economy across sectors

(p.2 of 2)

*Ensure new businesses and economic opportunities are more evenly shared, supporting growth and a low-carbon economy*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>1.3 Establish a Cabinet Banking Committee and an Independent Banking Commission to report on banking structural reform, working with HM Treasury</b>	Started	Autumn 2011
<b>1.4 Promote competitiveness in areas of comparative advantage for the UK, to ensure that the country is not so dependent on a narrow range of economic sectors</b>		
i. Review regulations to promote growth of key economic sectors, working with Infrastructure UK	Started	Jul 2011
ii. Publish a growth paper, with a new framework to enable broad-based economic growth, including support for innovative small companies and key growth sectors	Started	Jan 2011
iii. Ensure the UK has the right strategies and frameworks, and relationships internationally, for our companies to take advantage of emerging global markets in which the UK has world leading expertise	Started	Jul 2011
<b>1.5 Work with the Department for Culture, Media and Sport (DCMS) to stimulate private sector investment to deliver the best super-fast broadband network in Europe by 2015 (see the DCMS Business Plan)</b>		(see the DCMS Business Plan)

<b>MILESTONES</b>		
G. Cabinet Banking Committee and Independent Banking Commission established		Complete
H. Framework on advanced manufacturing sectors published		Oct 2010 (Overdue)
I. Growth paper published		Jan 2011
J. New strategies and frameworks introduced across all economic sectors key to growth		Jul 2011
K. Report published with Infrastructure UK on a common set of principles for economic regulations including whether further cross-sectoral action is required		Jul 2011

## 2. Rebalance the economy across regions

(p.1 of 3)

*Enable local authorities and businesses to determine the development strategies for their local area, in ways that support national economic growth and help to rebalance the economy*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>2.1 Empower local authorities and businesses to come together and form new local enterprise partnerships, providing support to accelerate their establishment, working with the Department for Communities and Local Government</b>		
i. Develop proposals for the functions, governance and responsibilities of local enterprise partnerships as part of a local growth White Paper	Completed	-
ii. Outline proposals for local enterprise partnerships received and considered	Completed	-
iii. Respond to proposals and facilitate the establishment of local enterprise partnerships, including working with those local authorities and businesses who were not immediately ready to establish their local enterprise partnership boards, to enable them to move forward with their local enterprise partnership proposals	Started	Oct 2011
iv. Work with each new local enterprise partnership to enable them to establish their roles and functions	Started	Apr 2012

<b>MILESTONES</b>		
A. Feedback given on outline proposals for Local Enterprise Partnerships	Complete	
B. White Paper on local growth published	Complete	
C. Support provided to local enterprise partnerships to enable them to establish their roles and functions	Apr 2012	







## 4. Build an internationally competitive skills base

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*Create a dynamic and efficient skills system with informed, empowered learners and employers served by responsive colleges and other providers in their areas*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>4.1 Develop a strategy for building an internationally competitive skills base, including the reform of further education</b>	Started	Nov 2010
<b>4.2 Expand and improve the quality of the apprenticeships programme</b>		
i. Provide funding and a training offer to support the creation of an additional 75,000 adult apprenticeship places by 2014/15 relative to the level of spending inherited from the previous Government	Started	Mar 2015
ii. Introduce new statutory national standards to increase the quality of apprenticeships (Specification of Apprenticeship Standards for England)	Started	Apr 2011
<b>4.3 Introduce a new system of loans for further education students, in parallel with reforms to funding of higher education, with the expectation that those adults who benefit most from training will contribute to the costs where they can afford to do so</b>		
i. Develop proposals to introduce loans for further education students	Started	Feb 2011
ii. Consult on proposals and develop an implementation plan so that loans are introduced in time for the academic year 2013/14	Mar 2011	Aug 2011
iii. Introduce secondary legislation to implement loans for further education students	Sep 2011	Sep 2011

### **MILESTONES**

A. Strategy published on reforms to further education	Nov 2010
B. Proposals published on the introduction of loans for further education students	Mar 2011
C. Statutory national standards for apprenticeships introduced	Apr 2011
D. First annual data released on the number of new apprenticeship places	Jan 2012

## 4. Build an internationally competitive skills base

(p.2 of 3)

*Create a dynamic and efficient skills system with informed, empowered learners and employers served by responsive colleges and other providers in their areas*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>4.4 Implement a new round of the Growth Innovation Fund, for employer co-funded projects, that invests in training and skills development</b>	Jul 2011	Jul 2012
<b>4.5 Enable people to choose the learning that will help them achieve their goals, and empower and inform learners so they can hold colleges and providers to account</b>		
i. Launch an improved careers service to help people make informed choices	Completed	-
ii. Put in place Lifelong Learning Accounts to encourage learners to make informed choices and take up the funding they are entitled to	Started	Sep 2011
iii. Publish information about providers and their performance to inform choice of learners and employers, and review options to create a new information system	Started	Apr 2011
<b>4.6 Set colleges free from central control, including by abolishing and radically scaling back further education quangos. Ensure public funding is fair and follows the choices of students</b>		
i. Review funding and the organisational structure of the UK Commission for Employment and Skills and refocus on employer leadership and ambition	Started	Dec 2010
ii. Consult on removing unnecessary controls and regulation attached to further education funding, auditing and monitoring	Completed	-
iii. Remove controls from further education funding, auditing and monitoring	Nov 2010	Nov 2011
<b>MILESTONES</b>		
E. Improved adult careers service operational	Complete	
F. Publish initial information on providers and their performance	Dec 2010	
G. Second round of Growth Innovation Fund contracts in place for co-funded employer investment in training and skills development	Jul 2011	
H. Reduced bureaucracy for college funding system in place	Nov 2011	

## 4. Build an internationally competitive skills base

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*Create a dynamic and efficient skills system with informed, empowered learners and employers served by responsive colleges and other providers in their areas*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
4.7 Develop proposals for reforming informal adult and community learning and review the effectiveness of basic skills training in delivering economic and social outcomes, to support the development of the Big Society and progression to formal learning	Started	Sep 2011
4.8 Develop proposals to introduce a new workplace training programme to replace Train to Gain, targeted at SMEs	Nov 2010	Mar 2011
4.9 Work with the Department for Work and Pensions to ensure that Jobcentre Plus, Work Programme providers, further education colleges and other training providers collaborate so that people on active benefits have access to training to find and keep work, and progress once in work. This collaboration will include work with employers to give benefit claimants access to sector-specific training (alongside work experience and guaranteed interviews brokered by Jobcentre Plus) through the proposed 'Service Academies'	Started	Sep 2011

**5. Support universities, science and research in building a strong, innovative economy (p.1 of 3)**

*Establish a higher education, science and research framework that promotes world-class competitiveness in teaching and research. Ensure progression, fair access and better quality for students. Strengthen links between universities and industries and support innovation and technology development*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>5.1 Reform higher education to deliver a sustainable, world-class system, that is open to people from all backgrounds while also expecting greater funding contributions from those who can afford to pay</b>		
i. Develop the Government’s response to the Browne Review, including support to students from disadvantaged backgrounds; support for lower-income graduates; and secure greater funding contributions from those who can afford to pay	Nov 2010	Jan 2011
ii. Develop a White Paper on the future strategy for higher education to encourage greater choice for students, high-quality teaching, a fair deal for part-time students, and wider participation for students from disadvantaged backgrounds	Started	Mar 2011
iii. Introduce legislation so that higher education institutions, the Higher Education Funding Council for England and the Student Loans Company can implement new arrangements	May 2012	May 2012
<b>5.2 Review options to monetise the Student Loan Book</b>	Started	Apr 2011

<b>MILESTONES</b>		
A. Government response to the Browne Review published		Nov 2010
B. White Paper published on the future strategy for higher education		Mar 2011
C. Legislation introduced for reforms to higher education		May 2012

**5. Support universities, science and research in building a strong, innovative economy (p.2 of 3)**

*Establish a higher education, science and research framework that promotes world-class competitiveness in teaching and research. Ensure progression, fair access and better quality for students. Strengthen links between universities and industries and support innovation and technology development*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>5.3 Improve information for prospective students about different higher education institutions</b>		
i. Ensure information is available for each university on key issues for students, including student satisfaction and post-educational outcomes for graduates from different courses and universities	Started	Jul 2012
ii. Consult with the higher education sector on best ways to make information available, including through the existing Unistats website, enhancing and adding to the information already available through the website	Dec 2010	Mar 2011
<b>5.4 Ensure that future investment in science and research is focussed on excellence</b>		
i. Set out changes to the Research Excellence Framework, including a robust method for assessing the economic impact of research	Started	Mar 2011
ii. Reform quality-related research funding to further focus on research excellence, taking account of benefits of critical mass and multidisciplinary capacity	Nov 2010	Jul 2011
iii. Develop a clear policy statement on the Haldane principle to ensure that publicly funded research projects are selected through effective peer review	Completed	-

<b>MILESTONES</b>		
D. Universities publish statements on how well courses equip students for employment		Complete
E. Policy statement published on the Haldane principle		Dec 2010
F. Way forward published on Research Excellence Framework		Mar 2011
G. Allocation changed for quality-related research funding		Jul 2011

**5. Support universities, science and research in building a strong, innovative economy (p.3 of 3)**

*Establish a higher education, science and research framework that promotes world-class competitiveness in teaching and research. Ensure progression, fair access and better quality for students. Strengthen links between universities and industries and support innovation and technology development*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>5.5 Improve the efficiency of the research system</b>		
i. Implement recommendations of the Wakeham taskforce on research efficiency in higher education institutions	Started	Mar 2011
ii. Complete migration of Research Councils' back-office processes to a shared service centre, including grant administration	Started	Mar 2011
<b>5.6 Enable greater private investment in research and aid the commercialisation of technology research through the creation of centres of scientific and technological excellence and stronger links between universities and industries</b>		
i. Create a national network of Advanced Technology Centres to support growth, increase UK translational capability and position the UK to take advantage of emerging global markets	Started	Apr 2012
ii. Reform the Higher Education Innovation Fund to incentivise and reward universities to increase commercial interaction between the research base and business	Started	Jul 2011
iii. Establish the UK Space Agency as an executive agency to formalise links between industry and researchers in a single body	Started	Apr 2011

<b>MILESTONES</b>		
H. Wakeham taskforce recommendations implemented		Mar 2011
I. Migration to Research Councils' shared service centre completed		Mar 2011
J. UK space agency established		Apr 2011
K. Reform of Higher Education Innovation Fund introduced		Jul 2011
L. Network of Advanced Technology Centres established		Apr 2012
M. First annual data release on the funds invested in Advanced Technology Centres		Oct 2012

## 6. Boost enterprise and make this the decade of the entrepreneur

(p.1 of 3)

*Help small and medium-sized businesses start and thrive through better business support, improved access to finance and stronger competition, with fewer market barriers to entry, creating a more entrepreneurial culture*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>6.1 Help improve the flow of credit to viable small and medium-sized enterprises (SMEs)</b>		
i. Continue the Enterprise Finance Guarantee	Completed	-
ii. Develop proposals to support sustainable lending to business and improvements in service for SME customers, working with HM Treasury and industry	Completed	-
iii. Develop policy options to address market failures in provision of bank lending and equity finance to viable SMEs, improving access to finance	Completed	-
iv. Simplify publicly funded venture capital funds by bringing funds together at the national level to improve value for money	Started	Apr 2011
v. Help the banks set up the business growth fund as soon as possible, developing a credible investment capability and attracting other non-bank investors to support established small businesses with growth potential	Started	Jul 2011
<b>MILESTONES</b>		
A. £200m continuation to the Enterprise Finance Guarantee in place	Complete	
B. Green Paper published with HM Treasury on business finance	Complete	
C. Government response to Green Paper on Business Finance	Nov 2010	
D. Venture capital funds simplified	Apr 2011	
E. First investment of banks' business growth fund in SMEs seeking capital to grow	Jul 2011	

## 6. Boost enterprise and make this the decade of the entrepreneur

(p.2 of 3)

*Help small and medium-sized businesses start and thrive through better business support, improved access to finance and stronger competition, with fewer market barriers to entry, creating a more entrepreneurial culture*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>6.2 Make the UK one of the fastest countries in the world in which to start up a new business, working with Companies House and HM Revenue &amp; Customs (HMRC)</b>		
i. Launch an online 'one stop shop' for people looking to start up a new business, co-locating existing online transaction services offered by HMRC and Companies House	Started	Nov 2011
ii. Develop plans to align Companies House and HMRC systems to create a 'one-click' registration process for new companies	Started	Dec 2010
iii. Implement a joined-up company registration service ('one click')	Apr 2011	Aug 2011
<b>6.3 Rationalise and better target information and advice for businesses</b>		
i. Rationalise and simplify the range of 'Solutions for Business' products	Started	Apr 2011
ii. Promote the benefits of mentoring and make it easier for small and medium-sized enterprises to find business advice and support from mentors, working with the private and voluntary sectors	Nov 2010	Apr 2011
iii. Ensure that those looking to start a business can access the information they need online, including about franchising, published in an open and standardised format so that it can be re-used for free by third parties	Started	Nov 2011

<b>MILESTONES</b>		
F. Publish online business information in a single place and complete the rationalisation of 'Solutions for Business' products		Apr 2011
G. Online 'one stop shop' launched for people looking to start up a new business		Nov 2011
H. First annual data release on the number of mentors enrolled in business support		Oct 2011

## 6. Boost enterprise and make this the decade of the entrepreneur

(p.3 of 3)

*Help small and medium-sized businesses start and thrive through better business support, improved access to finance and stronger competition, with fewer market barriers to entry, creating a more entrepreneurial culture*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>6.4 Ensure that the UK has world-class competition frameworks</b>		
i. Review competition law and the roles of sector regulators with competition powers, including the Competition Commission and the Office of Fair Trading	Started	Jan 2011
ii. Consult on competition law and the roles of sector regulators with competition powers	Jan 2011	Apr 2011
iii. Analyse consultation responses and develop final review of competition institutions and competition law	Apr 2011	Jul 2011
<b>6.5 Create a stronger entrepreneurial culture</b>		
i. Support a Department for Work and Pensions led trial for the New Enterprise Allowance in Merseyside by facilitating access to mentoring advice and micro-finance loans to enable unemployed people in setting up their own business (including franchises)	Jan 2011	Apr 2011
ii. Develop a proposal for enterprise education in schools, further education and higher education, working with the Department for Education	Started	Dec 2010

<b>MILESTONES</b>		
I. Trial launched in Merseyside to support unemployed people hoping to set up their own business		Jan 2011
J. Final report published on competition law and the role of sector regulators with competition powers		Jul 2011

## 7. Stimulate exports and inward investment

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*Promote open and fair global markets, improve UK Trade & Investment's focus on generating high-value inward investment, and strengthen the capability of UK exporters*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>7.1 Develop a Trade White Paper, working with key departments, to set out the Government's strategy for growth through free, fair and open markets, including trade agreements, promoting trade facilitation and cutting global red tape</b>	Started	Jan 2011
<b>7.2 Develop a strategy setting out how UK Trade &amp; Investment (UKTI) will deliver on key trade priorities, stimulating trade in high-tech sectors, creating inward investment in regions and supporting small and medium-sized enterprises</b>	Started	Feb 2011
<b>7.3 Improve the functioning of the EU's single market and trade agreements to increase the access of UK business to overseas markets</b>		
i. Liberalise European markets for business services by working with EU partners to deliver achieve an ambitious outcome for the European Commission's blueprint to improve trade in the EU (called 'Single Market Act')	Started	Dec 2012
ii. Make it easier to sell goods and services online in the EU	Started	Dec 2012
iii. Work with EU partners to ensure the services directive is properly implemented to radically improve free movement of services (estimated benefits to the UK economy of £6bn per annum)	Started	Dec 2011
iv. Make trade in Europe work better through improving transparency, dispute resolution and enforcement for UK companies selling their products in major EU markets	Started	Dec 2012
<b>MILESTONES</b>		
A. EU-India Summit held		Oct 2010 (Overdue)
B. Trade White Paper published		Jan 2011
C. Strategy published on how UKTI will deliver on key trade priorities		Feb 2011
D. Single point of contact with the largest license-issuing authorities in place		Apr 2011

## 7. Stimulate exports and inward investment

(p.2 of 2)

*Promote open and fair global markets, improve UK Trade & Investment's focus on generating high-value inward investment, and strengthen the capability of UK exporters*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>7.4 Achieve substantive progress on the Doha Development Agenda, working with international partners</b>	Started	Nov 2011
<b>7.5 Build stronger connections between UKTI and UK businesses</b>		
i. Simplify inward investment activities and connections with UK businesses	Started	Mar 2012
ii. Improve the speed and quality of responses to business enquiries by increasing the range of online services	Started	Nov 2010
iii. Align UKTI's sector-based approach to identifying overseas business opportunities for UK business with the Government's approach to rebalancing the economy	Started	Jan 2011
iv. Support the defence and security industries through the Defence and Security Organisation of UKTI to maintain and improve the UK's leading position in the global marketplace, working with the Ministry of Defence	Started	May 2015
<b>7.6 Improve the effectiveness of UKTI's overseas network in identifying export and inward investment opportunities</b>		
i. Review deployment of UKTI resources overseas against demand from business for UKTI support in mature and emerging markets	Started	Dec 2010
ii. Launch a trial programme to develop partnerships with leading businesspeople and organisations who will act as advocates for UK business overseas	Jan 2011	Jun 2011
<b>MILESTONES</b>		
E. Improved range of online services introduced	Nov 2010	
F. Trial launched for advocates of UK business overseas	Jan 2011	
G. Substantial progress on the Doha Development Agenda achieve by the time of the G20 Summit	Nov 2011	

## 8. Create a positive business environment

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*Create a business environment that supports long term investment and sustainable growth, reducing regulation, creating more flexible labour markets, reforming corporate governance and ensuring that intellectual property laws promote commercial innovation*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>8.1 Introduce 'One-in, One-out' so that no new regulation is brought in without another regulation being cut by an equal amount. Impose 'sunset clauses' on regulations and regulators to ensure that the need for each regulation is regularly reviewed</b>		
i. Introduce a Reducing Regulation Cabinet sub-committee to impose 'One-in, One-out'	Completed	-
ii. Develop guidance to impose 'sunset clauses' on new regulations so that they automatically expire unless positive action is taken by government to renew them	Sep 2010 (Overdue)	
iii. Launch a civil society red-tape taskforce to identify ways of reducing the bureaucratic burden on social enterprises and small voluntary organisations, working with the Cabinet Office	Started	May 2011
<b>8.2 End the culture of 'tick-box' regulation, and instead target inspections on high-risk organisations through co-regulation and improving professional standards</b>		
i. Publish a White Paper on reforming the regulatory landscape and the introduction of 'sunset clauses' on regulators to secure a thorough reform of "tick box" regulation	Started	May 2011
ii. Develop any legislative proposals, including sunset clauses for regulators	May 2011	Mar 2012
iii. Introduce legislation in the second session of Parliament to ensure better accountability for regulators and better targeted inspection	May 2012	May 2012

### **MILESTONES**

A. Reducing Regulation Cabinet sub-Committee established	Complete	
B. Guidance to implement 'sunset clauses' on new regulations published	Sep 2010 (Overdue)	
C. Forward regulatory programme published	Dec 2010	
D. Recommendations from the civil society red-tape taskforce published	May 2011	
E. White Paper on reforming the regulatory landscape published	May 2011	
F. Legislation introduced on enforcement of regulation	May 2012	

## 8. Create a positive business environment

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*Create a business environment that supports long term investment and sustainable growth, reducing regulation, creating more flexible labour markets, reforming corporate governance and ensuring that intellectual property laws promote commercial innovation*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>8.3 Develop guidance for policy-makers in all departments to seek alternatives to regulation, supported by the Cabinet Office Behavioural Insights Team</b>	Started	Apr 2011
<b>8.4 Give the public and business the opportunity to challenge the worst regulations</b>		
i. Develop a response to the first set of suggestions from the Your Freedom website	Started	Dec 2010
ii. Hold regional meetings with small and medium-sized enterprises to identify regulations that they would like to amend or repeal	Started	Jul 2011
<b>8.5 Develop a rigorous approach to tackling EU regulations on their journey from inception to UK implementation, in order to minimise unnecessary burdens and to ensure that UK businesses are not disadvantaged relative to their European competitors</b>		
i. Review EU rules already in force or in the pipeline for future implementation	Completed	-
ii. Develop government policy to end gold-plating and a stronger role for the Reducing Regulation Committee and new guidance for departments	Started	Mar 2011
iii. Develop proposals to maximise UK influence in Brussels through earlier engagement	Jan 2011	Jun 2011
iv. Work with EU institutions to embed smart regulation	Started	Dec 2012
<b>MILESTONES</b>		
G. Hold first regional meetings with small and medium-sized enterprises	Complete	
H. Proposals published to end gold-plating of EU rules	Dec 2010	
I. Publish guidance for all departments on ending 'gold-plating' of EU rules	Mar 2011	
J. Publish guidance for all departments to seek alternatives to regulation	Apr 2011	

## 8. Create a positive business environment

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*Create a business environment that supports long term investment and sustainable growth, reducing regulation, creating more flexible labour markets, reforming corporate governance and ensuring that intellectual property laws promote commercial innovation*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>8.6 Extend the right to request flexible working and develop a new system of shared parental leave</b>		
i. Work with the Prime Minister’s Childhood and Families Taskforce to develop proposals for a new system of shared parental leave	Completed	-
ii. Put in place secondary legislation to extend the right to request flexible working to parents of children up to age 18	Started	Apr 2011
iii. Consult with business on shared parental leave and extension of flexible working to all employees alongside equal pay measures	Started	Mar 2011
iv. Analyse consultation responses and develop detailed plans on shared parental leave and the extension of the right to request flexible working to all employees	Apr 2011	Dec 2011
<b>8.7 Review BIS employment and workplace laws, for employers and employees, to ensure they maximise flexibility while protecting fairness and providing the competitive environment required for enterprise to thrive, working with other departments</b>	Jun 2010	Apr 2011

<b>MILESTONES</b>		
K. Proposals published on shared parental leave and flexible working		Jan 2011
L. Secondary legislation in place to extend the right to request flexible working to parents of children up to age 18		Apr 2011

## 8. Create a positive business environment

(p.4 of 5)

*Create a business environment that supports long term investment and sustainable growth, reducing regulation, creating more flexible labour markets, reforming corporate governance and ensuring that intellectual property laws promote commercial innovation*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>8.8 Phase out the default retirement age to support flexible labour markets and fairness in the workplace and enable economic growth, working with the Department for Work and Pensions and the Advisory, Conciliation and Arbitration Service (ACAS)</b>		
i. Consult on phasing out the default retirement age	Completed	-
ii. Develop and refine guidance for employers and individuals, working with ACAS	Nov 2010	Sep 2011
iii. Draft regulations to remove the default retirement age and lay them before Parliament	Nov 2010	Apr 2011
<b>8.9 Ensure the UK has world-class corporate governance frameworks</b>		
i. Undertake a comprehensive review of corporate governance and economic short-termism, including reviewing the range of factors that can be considered when takeovers are proposed. Publish interim review in March 2011	Started	Mar 2012
ii. Develop options to improve corporate accountability and transparency, including reinstatement of an Operating and Financial Review	Started	Dec 2010
iii. Develop a strategy to increase the number of women on the boards of listed companies in the UK	Started	Jan 2011
<b>MILESTONES</b>		
M. Consultation launched on phasing out the default retirement age	Complete	
N. Publish proposals to improve corporate accountability and transparency	Dec 2010	
O. Strategy published to increase the number of women on boards of UK companies	Jan 2011	
P. Regulations to remove the default retirement age come into force	Apr 2011	
Q. Interim review published of corporate governance and economic short-termism	Mar 2011	

## 8. Create a positive business environment

(p.5 of 5)

*Create a business environment that supports long term investment and sustainable growth, reducing regulation, creating more flexible labour markets, reforming corporate governance and ensuring that intellectual property laws promote commercial innovation*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>8.10 Enhance the support that the UK's intellectual property framework gives to entrepreneurialism, economic growth and social and commercial innovation</b>		
i. Appoint an independent expert to lead a review to identify how to overcome barriers to growth in the intellectual property system, and to consider the role of the intellectual property framework in supporting new business models appropriate to the digital age	Started	Nov 2010
ii. Consult on options to address barriers to growth in the intellectual property system	Nov 2010	Apr 2011
iii. Examine the cost and complexity to small and medium-sized enterprises of accessing intellectual property services to help them to protect and exploit intellectual property	Started	Apr 2011
iv. Run a pilot 'peer to patent' system to support patent examination through community involvement, including working with the US 'peer to patent' project	Dec 2010	Apr 2012

<b>MILESTONES</b>		
R. Appoint an independent expert to lead review		Nov 2010
S. Pilot launched on 'peer to patent' system		Dec 2010
T. Publish results of the intellectual property review and consultation		Apr 2011

**9. Protect and empower consumers**  
(p.1 of 2)

*Strengthen consumer protections, especially for the most vulnerable, and promote more responsible corporate and consumer behaviour through greater transparency and by harnessing insights from behavioural economics and social psychology*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>9.1 Introduce reforms to empower consumers through transparency of customer data and ease of feedback, and by improving information and advice</b>		
i. Develop a consumer empowerment strategy, drawing on the insights from behavioural economics and social psychology, including collective bargaining, data transparency, and customer service	Started	Mar 2011
ii. Take forward strategy proposals to enable local people to bargain collectively to improve their purchasing power, improve the transparency of consumer data and ease of access, and enhance customer service in the public and private sectors	Apr 2011	Dec 2011
iii. Develop proposals to transfer information and advice functions to independent consumer bodies and local authorities	Started	Sept 2011
iv. Implement a Consumer Rights Directive and simplify existing consumer legislation in a Consumer Bill of Rights	Started	Dec 2014
<b>9.2 Work with credit card companies so that they provide electronic statements to their customers that will allow them to compare the cost of their current deal with other companies</b>		
i. Agree form and content of statements	Started	Nov 2010
ii. Review technical issues and announce timetable for implementation	Nov 2010	Dec 2010
iii. Develop and implement a pilot of electronic statements	Dec 2010	Dec 2011

<b>MILESTONES</b>		
A. Strategy published on consumer empowerment		Mar 2011
B. Electronic statements available nationally to customers of credit card companies		Dec 2011



## D) Departmental expenditure

This section sets out how the Department is spending taxpayers' money as clearly and transparently as possible.

We have included a table to show the Department's planned expenditure over the Spending Review period, as agreed with the Treasury. It is split into money spent on administration (including the cost of running departments themselves), programmes (including the frontline), and capital (for instance new buildings and equipment). As soon as possible, we will include the proportion of this expenditure that goes to the voluntary and community sector and to small businesses.

By April 2011, each department will also publish a bubble chart setting out in detail how its settlement will be allocated for the 2011/12 financial year, across its key programmes and activities.

# Table of spending for 2011/12 to 2014/15

This section sets out the department's planned expenditure over the Spending Review period, as agreed with the Treasury.

£bn <sup>1 2 3</sup>	Baseline 2010/11	2011/12	2012/13	2013/14	2014/15
<b>Total departmental expenditure allocation</b>	18.6	17.6	16.7	15.5	14.6
<i>Administration spending<sup>4</sup></i>	0.9	0.8	0.7	0.6	0.6
<i>Programme spending<sup>4</sup></i>	15.8	15.7	14.9	14.1	13.1
<i>Capital spending</i>	1.8	1.2	1.1	0.8	1.0
<i>Spend on voluntary and community sector (%)<sup>5</sup></i>	Data to be confirmed				
<i>Value of contracts to small and medium sized enterprises (%)<sup>5</sup></i>	Data to be confirmed				

1. Detailed breakdown of these budgets will be published by April 2011

2. Excludes departmental Annually Managed Expenditure

3. Numbers may not sum due to rounding

4. Excludes depreciation

5. To be confirmed at the end of each financial year

# Common areas of spend

The indicators below will help the public to judge whether the Department is being run efficiently, and can be compared across departments.

Indicators
<b>Overall:</b>
Cost of operating the Department (including procurement, employment cost and property) over time and against projected cost
Number of employees, including breakdown by job type, seniority and their contract type (full time/part time)
Cost of corporate services (including human resources, finance, information and communications technology, communications, procurement) as a percentage of the cost of operating the department
<b>On 3<sup>rd</sup> party spend:</b>
Property cost per square metre and per employee
Cost of standard desktop computer per employee and number of electronic devices (laptops, desktops, mobile phones etc.) per employee
Value of major areas of spending (office products, travel etc.)
Number and value of major government projects and whether they will be delivered on time and to budget

## E) Transparency

Greater transparency across government is at the heart of our commitment to enable the public to hold politicians and public bodies to account, to reduce the deficit and deliver better value for money in public spending.

This section will set out the information that will enable users of public services to choose between providers, and taxpayers to assess the efficiency and productivity of public services, holding them more effectively to account. By publishing a wide range of indicators, we will enable the public to make up their own minds about how departments are performing. We will use transparency to facilitate the choice and democratic accountability which will replace top-down targets and micromanagement.

All the data in this section will be made available free of charge, and we will regularly review whether our published data meets the needs of the public.

This section is published in draft until April 2011 to allow for further consultation.

# Information Strategy (p.1 of 2)

Transparency is a key operating principle for the department and will be championed by the BIS Ministerial lead on transparency David Willetts, Minister of State Universities and Science and at Board level by Howard Orme, Director General Finance and Commercial. ([Howard.Orme@bis.gsi.gov.uk](mailto:Howard.Orme@bis.gsi.gov.uk), tel: 020 7215 5369) who will promote a new culture of transparency across the department and our partner organisations.

The Department will operate transparently and ensure that the requirement for transparency will be a key element of the performance requirements for our partner organisations. As the Prime Minister has made clear, “the people are the boss”. In this spirit the government is publishing an unprecedented amount of data to that the public can hold us to account: who we are, what we spend and what we achieve. The Transparency agenda will help us achieve our goal of delivering better public services for less money and encourage increased competition in service provision.

The default position is that all data will be published, but we will continue to protect sensitive data. Where data is published it will be in line with the Public Data Principles and registered on [data.gov.uk](http://data.gov.uk)

We recognise that while we are trying to make the list of data we release as exhaustive as possible some gaps will continue to exist. To counter this we have agreed to publish as far as possible the data asked for in requests to the data unlocking service run by the National Archives. We also publish on our website FOI responses of wider public interest so that the public can find what we have released. We are also working with stakeholders and using ‘Hack Days’ to examine datasets which the Department collects, for example in relation to research and development grants, IPO data, HE and FE courses and other business data. We aim to make this data available in a format that enables others to combine the data, putting it to other business uses. BIS is already working with the Cabinet Office Data Transparency Board to ensure that all core reference data both of BIS and our Partner Organisations is available for free-use.

# Information Strategy (p.2 of 2)

## Improving accountability

There are a number of programmes across the Department underway to meet the commitment to embed greater transparency as a core operating principle for the department and its Partner Organisations. The public are entitled to understand how their money is being spend and whether they are getting good value.

- In November we published data on all new items of spending over £500 from April 2010 to September 2010. We will update this monthly. Our partner organisations will publish similar data
- In June 2010 we published the salaries of key officials and in October we published further HR datasets
- In August 2010 we published our Evaluation Strategy providing details of the major evaluations of our policies, programmes and regulations we will be undertaking over the coming years
- In September 2010 all new invitations to tender for contracts over £10,000 have been published and from January 2011 all new contracts will be published
- From April 2011 we will publish contextual and explanatory information on our business indicators to enable the public to better assess the value, quality and impact of our activity

## Improving efficiency and effectiveness

BIS is making substantial reforms to transfer power from central government to businesses and individuals. Improving the information available and enabling its reuse will help make this happen.

- Proposals for the regular publication of information to support a demand led skills and higher education system where learners and employers can make an informed choice of their course and provider will be included in forthcoming strategy papers on Further and Higher Education
- We will publish a new approach to empowering consumers, including measures to increase transparency, e.g., clearer bills, better access to personal data
- From November 2010 we will extend our initial pilot on creating linked-datasets to include those areas of greatest interest to business. We will report on progress by April 2011

# Input indicators

The indicators set out in this section are just a subset of the data gathered by the Department which will be made transparently available as outlined in the Information Strategy.

The Department will adopt the following input indicators:

Input indicator	When will publication start?	How often will it be published?	How will this be broken down?
Total BIS spending on R&D	January 2011	Annually	Nationally
Total number of researchers in UK universities	January 2011	Annually	Nationally
Administration costs of access to finance schemes as a proportion of funds provided, guaranteed or leveraged	Already published	Annually	Nationally
Subsidy for the Post Office as a proportion of the Post Office's total turnover	Already published	Annually	Nationally
Funding per student in Further Education	Already published	Annually	By institution
Funding per student in Higher Education	Already published	Annually	By institution
Funding per Full Time Equivalent PhD student	Apr 2011	Annually	By institution
Administrative cost of the further education system as a proportion of total funding to further education colleges	Apr 2011	Annually	Nationally
Cost of supporting ACAS and other labour market bodies	Apr 2011	Annually	Nationally
Cost of the Competition Commission	Apr 2011	Annually	Nationally

# Impact Indicators

Our impact indicators are designed to help the public to judge whether our policies and reforms are having the effect they want. Further detail on these indicators can be found in our full list of datasets. The Department will adopt the following indicators:

Impact indicator	When will publication start?	How often will it be published?	How will this be broken down?
GDP per capita (adjusted for inflation)	Already published	Annually	UK National Accounts
The amount of funds that government has provided, guaranteed or leveraged to deliver finance to small and medium sized enterprises	January 2011	Annually	Nationally
Proportion of graduates and college leavers that go into employment or further training and are still there after 6 months	July 2011	Annually	By institution
Proportion of young people from disadvantaged backgrounds who go on to HE by age 19	Already published	Annually	By institution
International comparison (within the OECD) of the qualification levels of the working age population in England	Already published	Annually	Nationally
Number of citations of UK academic papers to show the strength of the UK's research base	Already published	Biannual	Nationally
Change to the net regulatory burden imposed on business by Government	(after OIOO implemented)	Annually	Nationally
Strength of the UK's competition regime compared with international benchmarks as measured by the Global Competition Review rating	Already published	Annually	Nationally
Level of consumer empowerment in the UK compared with international benchmarks as measured by the EU scoreboard	Already published	Annually	Nationally
Total UK stock of foreign direct investment, and as a proportion of GDP, ranked globally	Already published	Annually	Nationally

## Other data (p.1 of 2)

We will publish a full range of datasets and our departmental organogram on our website

<http://www.bis.gov.uk/data/staff>

We have highlighted key data, which will be particularly useful to help people to judge the progress of structural reforms, and help people to make informed choices, under three headings:

**1. Data which will help people to judge the progress of structural reforms:**

- Funds in and size of investments made by the Green Investment Bank, by type of investment
- Number of apprenticeship places
- Funds invested in each technology innovation centre, by public and private sources for individual centres
- Number of mentors enrolled in business support and advice, nationally
- Number of new mutuals and cooperatives created, by local authority

# Other data (p.2 of 2)

## 2. Data which will help people make informed choices:

- Higher education student satisfaction
- Employability of higher education graduates from specific courses
- Employability of further education graduates from specific courses
- Destination of leavers from Further Education
- Destination of leavers from Higher Education

## 3. Other key data:

- Labour market vacancies
- Number of people competing for Research Council grants
- ONS Industry data, including turnover, by company size, current regions and industries