

# 2010 Review: The Integration of Employment and Skills

February 2010



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# Introduction

The UK Commission has been charged by Government to review, in 2010, the progress that is being made in integrating employment and skills systems in Great Britain and to provide advice on what more needs to be done to further integration. The Review will look at the whole of the publicly funded employment and skills system in England, Scotland and Wales, including higher education, and consider job seekers, those entering the labour market and those who have been in employment for many years, but have not had the opportunity to develop their skills or to progress within the workplace.

The UK Commission welcomes this remit and scope and sees the 2010 Review as a unique opportunity to look across the systems offering independent advice on integration. The Review is a significant opportunity to build consensus and momentum towards the fundamental changes that will be needed in employment and skills if we are to rank amongst the top countries – in jobs, productivity and skills – by 2020.

The purpose of this document is three-fold:

1. To present the framework that will be used to assess progress towards integration and develop recommendations for further action;
2. To describe how the assessment framework will be applied; and
3. To signal the commencement of the 2010 Review.

Both the assessment framework and approach for applying it have been informed by: feedback from stakeholders during the five 2010 Review working sessions described in the next section; the wisdom of the Phase Two Steering Group (see Annex A for membership); on-going consultation with key stakeholders; a review of relevant private and public sector performance and assessment frameworks; the expertise of external consultants; and the knowledge and experience of the UKCES 2010 Review team.

The 2010 Review will commence with the publication of this document. While conducting the Review, we will continue to work in collaboration with those stakeholders closest to and with a vested interest in the design and delivery of employment and skills services in England, Scotland and Wales. The team will report interim findings at key points during 2010 and publish the final 2010 Review reports in 2011 – one for England, one for Scotland and one for Wales.

This document contains the following sections:

1. Background on the 2010 Review
2. 2010 Review Assessment Framework
3. Application of the Framework
4. Governance Arrangements
5. Key Milestones
6. Acknowledgements
7. Annexes

# 1. Background

## 2010 Review Remit and Scope

In December 2006, Lord Leitch published *Prosperity for all in the Global Economy – World Class Skills*. One of the major recommendations of this report was the establishment of a “new integrated employment and skills service to help people meet the challenges of the modern labour market.” The report recommended further that: “The UK Commission for Employment and Skills report in 2010 on whether more radical structural change is required to deliver an integrated service.” Following from this, Ministers’ remit to Commissioners in the UK Commission’s 2009–10 Grant-in-Aid Letter requires: “The commencement of the 2010 review that will have as its focus progress on integrating employment and skills systems in Great Britain (including higher education)”.

The full remit is detailed below:

- Review progress on Government’s vision for the integration of employment and skills;
- Agree with co-sponsors the success criteria against which progress will be measured in the review scheduled for 2010/11;
- Take a holistic view of the employment and skills systems (including HE), and how they might be better organised to meet the needs of employers and individuals;
- Develop a programme of work, in consultation with each of the nations, to enable the UK Commission to advise Ministers on incentives, policies and operational measures to better bring together those services;
- From the review, provide advice on whether more radical change is needed to integrate employment and skills services in England, Wales and Scotland.

The Review will look at the whole of the publicly funded employment and skills system in England, Scotland and Wales, including higher education, and considers job seekers, those entering the labour market and those who have been in employment for many years, but have not had the opportunity to develop their skills and progress within the workplace.

## Focus for the Review

In line with this remit and scope, the Review will aim to answer two key questions:

- 1. How much progress has been made in Scotland, England and Wales towards integrating employment and skills services?**
- 2. What more needs to be done in each nation to create integrated services?**

In answering these questions, the Review will look at:

- Progress that has been made since 2007 in England and Scotland and since 2008 in Wales. We are proposing 2007 for England because it is the year in which the Government responded to the Leitch Review in *World Class Skills* committing to establishing an integrated system. In Scotland, it is the year both *Skills for Scotland* and *The Economic Strategy* were published by the Scottish Government, which are key underpinning strategies for national integration activity. We are proposing 2008 for Wales because it is the year in which *Skills that Work for Wales* was published by the Welsh Assembly Government identifying integration as a key principle;
- The current state of the three systems; and
- How far they are from being aligned, agile, accountable, affordable and ambitious, recommending actions for progressing integration.

The Review will focus on the integration of employment and skills. While integrating other services – such as health, transport and housing – are central to supporting an individual's success in work and an employer's productivity, they will not be the focus of this Review. Likewise, while having world class compulsory education systems is essential to meeting our ambitions of being world class in employment, skills and productivity, it is not in scope for this Review.

In the context of this Review, by integration we mean skills services and employment services which are mutually supportive and geared towards the twin objectives of sustained employment with career advancement for individuals, and increased productivity and profitability for businesses. More specifically, we mean:

- In partnership with employers aligning publicly funded skills and employment provision with current and future labour market needs and putting basic and transferable employability skills at the core. The skills that individuals learn, while in or out of employment, must be the skills that are needed to get into sustainable employment and to progress.<sup>1</sup>
- Providing individuals with high quality information, advice and guidance coupled with continuous support to identify and develop the skills they need to get in and on in work – wherever they are on the journey from unemployment to sustainable employment and progression and regardless of where they are on the skills ladder.

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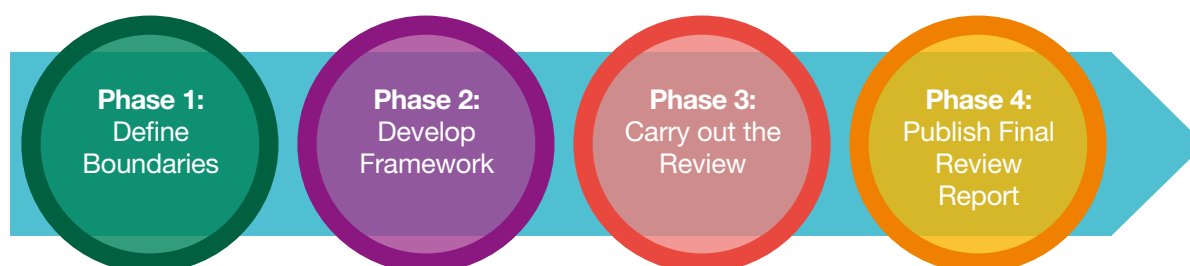
<sup>1</sup> In partnership with employers includes: working with them to understand what skills they need and want from current and future employees, involving employers in the planning of provision and getting their feedback on the effectiveness of provision in meeting their business needs.

- Providing employers with the support they need to develop and use the skills of their employees to support business growth.
- Providing employers and individuals, over the course of their employment journey, with a seamless, simple and accessible service.

This focus for the Review has guided the development of the 2010 Review assessment framework presented in the next section of this document.

## Four Phases of Work

*Diagram 1.0: The Four Phases of the Review*



We are undertaking the Review in the four phases depicted in diagram 1.0 and described below:

**Phase 1:** From June through August 2009, we worked with our co-sponsors and key strategic stakeholders to define the boundaries of the Review. Specifically, we agreed the headline success criteria for assessing progress towards integration discussed in the next section of this document and the broad approach for the Review. Phase One culminated with the UK Commission publishing *The 2010 Review Statement of Intent*.

**Phase 2:** This current phase began in September 2009 and will come to completion in February 2010. From September–December, we carried out two main strands of work. First, we held five facilitated working sessions – three in England (London, Southwest, West Midlands), one in Scotland and one in Wales. The sessions were aimed at ‘the whole employment and skills system’ or all those closest to and with a vested interest in the design and delivery of employment and skills services. The agenda and summary note from each session can be found on the UKCES website under the 2010 Review. Through the sessions we: established a snapshot of integration activity identifying key enablers and barriers; generated ideas on how the Review should be conducted; and collected data to feed into the development of the assessment framework presented in the next section of this document. Alongside the working sessions, we engaged national players and built our understanding of the complex policy landscape in which the work to integrate employment and skills services fits.

From December – mid February, the focus of our work was on:

- designing and agreeing the assessment framework against which we will measure progress towards integration, which is presented in the next section of this document;

- designing and finalising the high level process by which the framework will be applied, which is explained in section four of this document;
- publishing and launching this document; and
- laying the groundwork to commence the 2010 Review.

**Phase 3:** From mid February 2010, we will conduct the actual Review to assess progress that is being made in integrating employment and skills systems in Great Britain. We will work to develop and test ideas of what more can be done to progress integration and will produce progress reports throughout the Review.

**Phase 4:** In 2011, we will report on how much progress has been made to integrate employment and skills systems in Great Britain and put forth robust recommendations on what more can be done to further integration in three separate reports, one for Scotland, one for England and one for Wales.



# 2. 2010 Review Assessment Framework

## Purpose

The assessment framework provides a guide for conducting the 2010 Review. It will be used by the 2010 Review team, co-sponsors and participating stakeholders to assess and report on progress towards the integration of employment and skills services and to make recommendations on what more needs to be done to further integration in Scotland, England and Wales.

The framework seeks to:

- Define what a successfully integrated service looks like.
- Establish the lines of inquiry through which progress towards integration will be assessed.
- Articulate the key drivers of effective integration.
- Provide a robust assessment tool.
- Support consistency during the Review.

The framework has been developed from the following sources:

- Feedback from stakeholders at the five facilitated working sessions referred to in section two of this document.
- A review of relevant private and public sector performance and assessment frameworks.
- On-going consultation with key stakeholders including the Phase Two Steering Group detailed in Annex A.
- The knowledge and skills of the UKCES team together with the experience of external consultants.

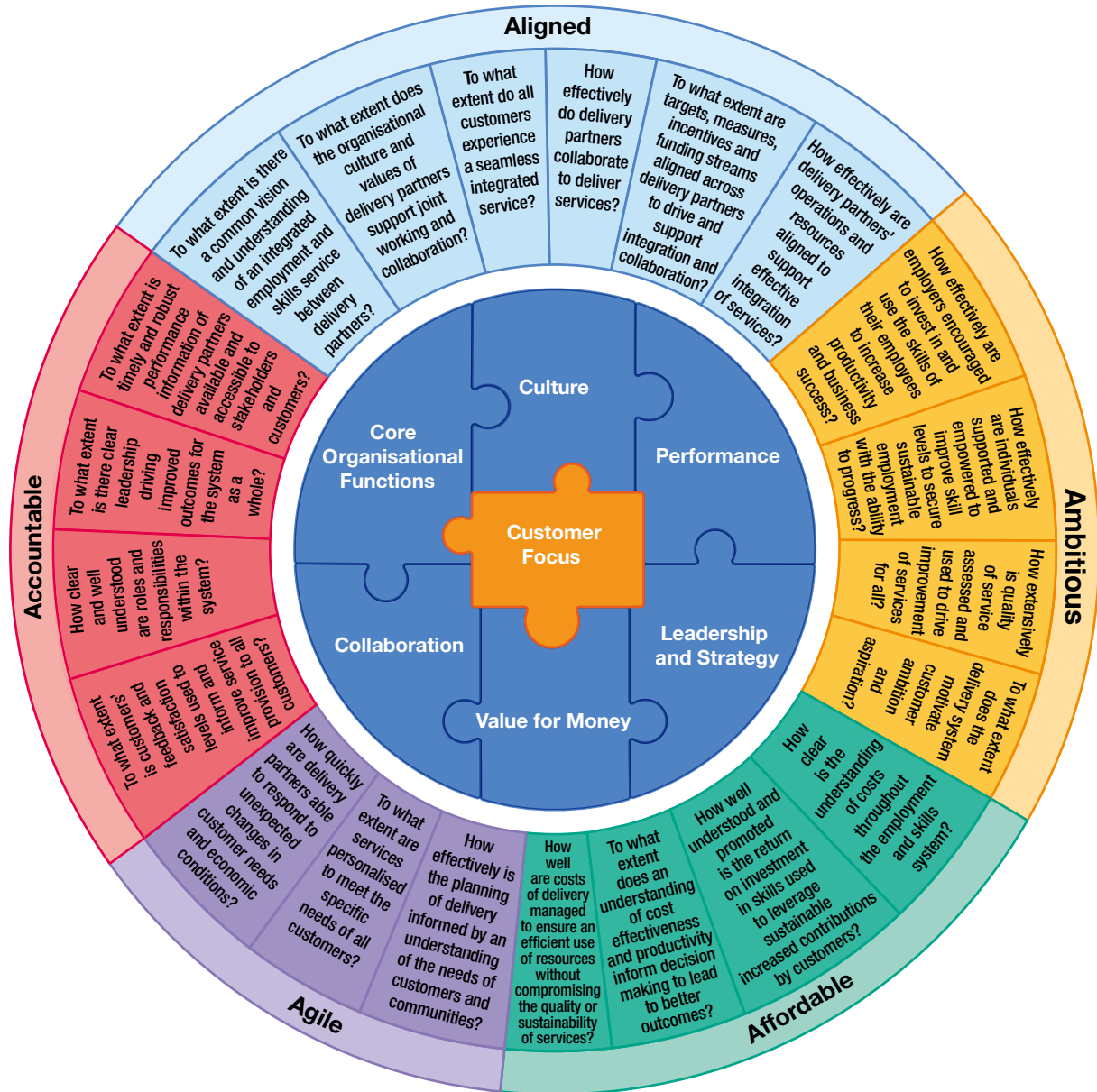
## Overview of the Framework

The framework consists of three components, as set out in diagram 2.0, and described below:

1. **Headline success criteria**, presented in the outer most ring of diagram 2.0, which define what a successfully integrated service looks like. The final assessment of progress towards integration will be made against these '5 As'.
2. **Sub-criteria** or questions, presented in the middle ring of diagram 2.0, which correspond to each headline success criteria and provide the lines of inquiry we will follow to assess progress towards the headline success criteria or towards integration.
3. **Key drivers**, presented at the centre of diagram 2.0, which underpin the sub-criteria and are fundamental to achieving the headline success criteria or an integrated system.

Each component is further detailed on page 9.

Diagram 2.0: 2010 Review Assessment Framework



## Headline Success Criteria and Sub-criteria

During Phase One of the 2010 Review the five headline success criteria for an integrated employment and skills system were agreed with co-sponsors. During Phase Two, the corresponding sub-criteria were articulated by the UK Commission. They are both explained below. The headline success criteria and corresponding sub-criteria have also been presented in Annex B for ease of reading.

**Agile** to respond to the needs of individuals, communities and employers.

Agile and the corresponding sub-criteria focus on whether the employment and skills systems respond to users' diverse demands and/or needs and how quickly the systems can respond to unexpected changes in these demands and/or needs and in economic conditions. As per the description of key drivers provided below, *Agile* is driven by: core organisational functions; having a focus on the customer; and a culture that supports both.

**Ambitious** in its aspirations for employers and individuals as customers.

Ambitious and the corresponding sub-criteria focus on whether the delivery systems support customers to maximise their participation in and the outcomes they achieve from publicly funded employment and skills services. It also considers how well the systems strive to improve services for all customers. As per the description of key drivers provided below, *Ambitious* is driven by: having a focus on performance and on the customer; and a culture that supports both.

**Affordable** for Government in all economic conditions.

Affordable and the corresponding sub-criteria focus on how efficiently services are planned and delivered to minimise duplication, manage overall costs and achieve sustainability while not compromising quality and effectiveness. As per the description of key drivers provided below, *Affordable* is driven by: leadership and strategy; core organisational functions; a focus on performance and on the customer; achieving value for money; and a culture that supports all five.

**Accountable** to its users as customers.

Accountable and the corresponding sub-criteria focus on the extent to which: individuals and organisations have clear roles and responsibilities; insights into customers' experiences are used to improve provision; leadership and transparency in outcomes drive high performance. As per the description of key drivers provided below, *Accountability* is driven by: leadership and strategy; core organisational functions; a focus on performance and on the customer; and a culture that supports all four.

**Aligned** goals, behaviours and resources.

Aligned and the corresponding sub-criteria focus on whether there is a common understanding and vision for integration, which is enabled by core organisational functions and geared towards creating a seamless customer journey. As per the description of key drivers provided below, *Aligned* is driven by: leadership and strategy; core organisational functions; a focus on performance and on the customer; collaboration; and a culture that supports all five.

## Key Drivers

The framework also articulates the following seven key drivers of integration:

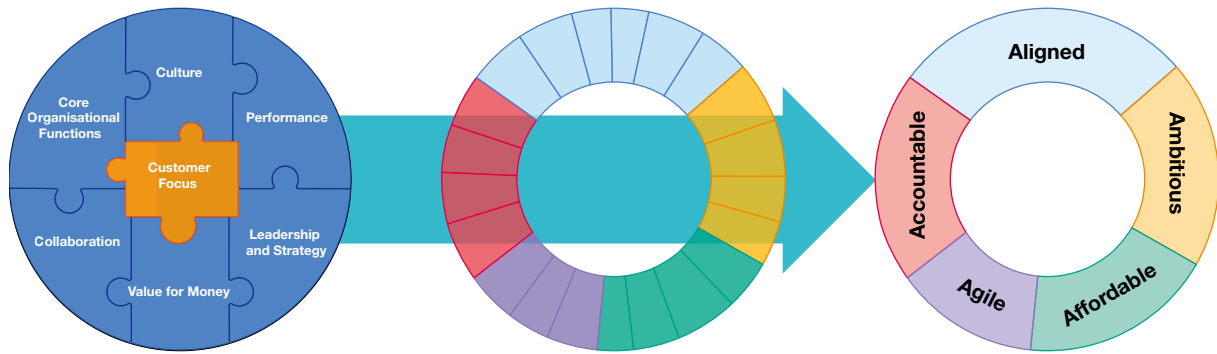
1. **Leadership and strategy**, within individual organisations and across the system in each nation ('holding the whole'), to drive a common understanding of integration, clear accountabilities and high performance.
2. **Core organisational functions** that drive alignment, flexibility, responsiveness and sustainability. By core functions we mean:
  - Planning
  - Funding
  - Commissioning
  - Data collection
  - Design + delivery of services
3. **Performance** regimes and reporting that drive improved outcomes across the whole system in each nation. This specifically refers to targets, measures and incentives, customer feedback loops, transparent and timely reporting of performance data.
4. **Value for money** in service delivery, without compromising quality, to drive financial sustainability.
5. **Collaboration** between delivery partners to drive a seamless customer journey. Importantly, for individuals, this means regardless of where they are in transitioning from unemployment to sustainable employment and progression and regardless of where they are on the skills ladder.
6. A system that has at its core a focus on the **customer**.
7. A **culture** that supports the aforementioned drivers.

The dynamic nature of the different components of the framework will come alive when it is used in multiple contexts throughout the Review. Two specific points are worth highlighting to illustrate this.

Firstly, the framework is designed to give equal weight to each of the headline success criteria, to each of the sub-criteria, and to six of the drivers (having a focus on the customer is highlighted as a central driver) because progressing integration in different contexts will require a focus on different components. Through recommending actions to further integration in England, Scotland and Wales, we will offer insights into which components will be most important in these contexts.

Secondly, the language of the framework is generic in some instances, and will need to be tailored when applied in a national, regional and sub-regional context to make it directly relevant to the various individuals in the systems.

Diagram 3.0: Framework components in use



**Key drivers**, which underpin the sub-criteria. Each provide a specific lens which needs to be considered whilst conducting the review.

**Sub-criteria** provide the specific lines of inquiry which will be followed to support an overall assessment of progress towards integration.

Final assessment of progress towards integration will be made against the five **headline success criteria**.

Diagram 3.0 summarises the purpose of each component of the framework and the next section of the document details how this assessment framework will be applied.

# 3. Application of the Framework

## Overview

In July 2009, the UK Commission published a 2010 Review *Statement of Intent* in which we set out our intention to conduct this Review collaboratively. With this as a starting point, the framework will be applied in partnership with stakeholders through three main strands of work:

1. Regional / Sub-regional Fieldwork;
2. National Engagement; and
3. Online Consultation.

Each of the workstrands is described below. The description applies to how they will be carried out in England and Scotland. In Wales, the structure for these strands of work will be developed jointly by the UK Commission and the Wales Employment and Skills Board with any strands related to the Department for Work and Pensions and Welsh Assembly Government interface also agreed by the Joint Employment Delivery Board for Wales.

This section concludes by explaining how the workstrands will be brought together to establish a robust assessment of progress towards integration with recommendations on what more needs to be done to create integrated services.

In all three nations, the assessment process will: begin with framing discussions with national level stakeholders to understand the policy and wider environmental context; will take into account recently announced or implemented policy measures and their implication for integration; be underpinned by a consideration of evidence on the customer experience captured through existing evidence and focus groups/targeted engagements; and be informed by a review of relevant Government datasets and commissioned research.

## Regional / Sub-regional Fieldwork

The purpose of the fieldwork is to develop a collective understanding of integration in practice, through the experiences of regional and sub-regional stakeholders and customers. It will complement and contribute to the national engagement described below. It will involve regional and sub-regional stakeholders who represent the 'whole-system' in 8 – 10 sub-regional locations across England, Scotland and Wales. By 'whole system' we mean all those who are involved in or have a vested interest in the design and delivery of employment and skills services in a location. The UK Commission, in consultation with key stakeholders, will develop criteria and a long list of sub-regional locations across England, Scotland and Wales, which we will invite to participate in the Review. The aim will be to establish a robust sample of locations within each nation; the online consultation described below will help support this goal.

The fieldwork in England and Scotland will be carried out in the four stages described below. It is likely to be conducted in several sessions over the course of two months, involving two or three location in two month cycles.

The 2010 Review team will: further detail the stages, in consultation with key stakeholders and the consultants who will lead the delivery, in March 2010; test the process in April 2010; and

begin formal implementation in May 2010. The details of how the fieldwork will proceed in Wales are being developed.

### Stage One: Set up

- The UK Commission will establish a small **core planning group**, in each fieldwork location who will: help develop an invite list of fieldwork participants and engage local stakeholders to secure their support and involvement, review the detailed session agendas to ensure the content reflects the local context and adds value, help prepare background information for each session, support the planning of logistics and be active participants throughout the delivery process.
- This core planning group will be part of a larger **working group**, which will include individuals from across the system such as representatives from: higher and further education, welfare to work and skills providers, key partnerships and employer groups, government agencies and bodies, local authorities and regional or local staff of key representative bodies. The group will: participate in the working sessions, conduct a self-assessment using the framework described in the previous section, present the conclusions for independent feedback and be represented on the 2010 Review national steering group. Given the role that they will play, the size of this group will necessarily be kept at a manageable level. However, during the working sessions described below, they will be joined by additional stakeholders to ensure that the right people are present to contribute to the discussions.
- The UK Commission, with support from the core planning group, will create **local 'snapshots'**, for each fieldwork area describing the local system and work that is going on related to integration. This will include a description of: key networks and partnerships, employment and skills strategies and their references to integration, labour market and employment data, provider performance, initiatives and pilots that support integration as well as how sub-regional planning relates to regional and national policy, and commissioning and funding arrangements. The snapshots will draw on existing summaries to avoid duplication. It will prepare the delivery team to be effective in the location and inform the design and content of the working sessions described below.

### Stage Two: Working sessions

In partnership with an external consultant, the UK Commission 2010 Review team will deliver a series of working sessions, attended by the **working group and targeted individuals as explained above**, which will:

- *Explore the key drivers*, linking them to the sub-criteria and headline success criteria, described in the previous section of this document;
- Consider the sub-criteria and headline success criteria in the context of participants' experiences delivering employment and skills services in the region / sub-region identifying what is working, what is not and how things could be improved;

- *Generate 'blue skies thinking'* about what an effective and integrated employment and skills system could look like, thinking 'without boundaries'. This discussion will be informed by commissioned research into case studies and best practice in delivering integrated services; and
- *Prepare participants to conduct a self assessment* in the next stage of this process including creating a list of the evidence that would most strongly demonstrate the narrative based assessment they will be asked to make for each headline success criteria.

The design of the sessions will be tailored in collaboration with the **core planning group** described above to ensure that it is relevant and adds value to local stakeholders.

The *key outcomes* from the working sessions in each region / sub-region will be:

- A common understanding of how the drivers can effectively support integration. In line with the assessment framework, the identification of the key strengths, areas for improvement and examples of different actions that could be taken to progress integration.
- An understanding of and preparation for the self-assessment process.

### **Stage Three: Assessing progress towards integration**

Working alongside a *facilitator* and guided by a *framework guidance document*, which will be produced in April 2010, **the working group** in each fieldwork location will collectively complete a self assessment template. In it, respondents will be asked to:

- Form an overall assessment of each headline success criteria (Aligned, Affordable, Ambitious, Agile, Accountable), based on an evidence-based judgement on each sub-criteria (or questions). The overall assessment will be in narrative form and will rate each headline success criteria as a current area of strength or for improvement. Each rating will be supported by evidence about each sub-criteria, which participants will have considered in stage two, which most strongly supports the narrative. Sample evidence will be available in the framework guidance document.
- Form an overall assessment on progress that has been made since 2007/08 on each headline success criteria (Aligned, Affordable, Ambitious, Agile, Accountable), based on an evidence-based judgement on each sub-criteria (or questions). The judgement will be in narrative form and will rate each headline success criteria as an area where little progress has been made, where some progress has been made or where considerable progress has been made. Again, each rating will be supported by evidence about each sub-criteria, which most strongly supports the narrative.
- Identify what more needs to be done to progress integration in that location.



The *key output* from this stage will be a completed self-assessment report for each participating regional / sub-regional area, which:

- Comments on progress towards integration since 2007/08;
- Identifies current areas of strength or for improvement in integrating employment and skills services; and
- Makes specific recommendations on what more needs to be done to progress integration in that area.

These reports will not be published, but will feed into the corresponding national level assessments, for England and Scotland, whether an agreed assessment is reached in the next stage of this process or not. They will also feed into the UK Commission's overall 2010 Review reports, which will be published in 2011.

#### **Stage Four: Independent feedback**

Once the template is complete, representatives from each **working group** in each location will present their assessment to a UK Commission chaired feedback panel. The purpose of the Panel is to:

- Ensure a consistent and fair approach is taken to the assessment in each location;
- Ensure sufficient evidence has been considered to support the assessments made;
- Provide independent feedback on the assessment;
- Agree a final assessment for each location;
- Allow regional / sub-regional groups to learn from each other; and
- Develop an overall understanding of progress towards integration for each nation in advance of national reporting.

The Panel will provide feedback through comments during the feedback session and in written form following the Panel.

The *key outputs* from this stage are: an agreed final assessment and written feedback from the Panel.

## National Engagement

The fieldwork described in the previous section will provide an analysis of how integration is occurring 'in practice' on a regional and sub-regional level. The purpose of this workstream is to explore how integration is occurring on a national level. It will complement and be informed by the regional / sub-regional fieldwork. It will involve stakeholders from across the system who work at a national level and be conducted in England, Scotland and Wales separately, while providing opportunities for stakeholders to attend sessions in another nation.

In England and Scotland, it will mirror the stages described in the previous section and be tailored for implementation at the national level. The tailoring will involve bringing different content into the room and re-framing questions to understand the specific policies and practices that happen centrally in each nation. The details of how the national engagement will proceed in Wales are being developed.

The key output from the national engagement will be a final self-assessment report for each nation. Whether the assessments are agreed by the feedback panel or not, the final self-assessment reports will be made public and will feed into the UK Commission's overall 2010 Review reports, which will be published in 2011.

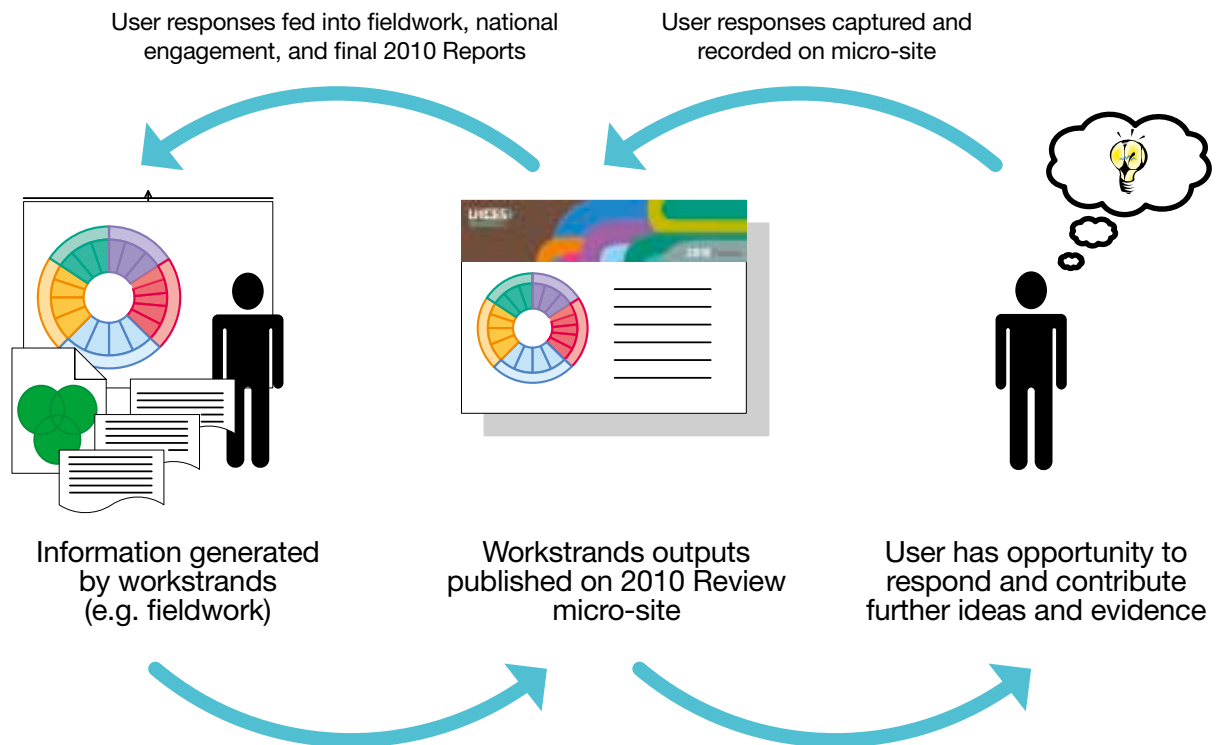
## Online Consultation

The Review will have a dedicated micro-site, which will be embedded within the UKCES website. The 2010 Review micro-site will be launched in February 2010 and be fully operational on 1st April 2010. The purpose of the micro-site is to:

- Ensure that a wide group of stakeholders have an opportunity to contribute to the Review by targeting audiences who have not participated in the regional / sub-regional fieldwork or national engagement;
- Support the communication of the Review, so stakeholders can stay up to date on progress;
- Support the delivery of the regional / sub-regional fieldwork and national engagement by, for example, creating a space where preparatory work or summary notes can be posted; and
- Create transparency in how the Review is conducted and the key learnings and recommendations to invite trust and endorsement from key stakeholders.

As depicted in Diagram 4.0, content generated by the other workstrands, which is relevant to the key drivers, sub-criteria and headline success criteria, will be posted onto the micro-site. The 2010 Review team will also consider posting 'external' content submitted by stakeholders. Individuals can respond to the content by, for example, contributing ideas, providing an analysis of data/evidence or identify potential gaps, which need to be addressed during the Review. The responses of users will be reviewed by the 2010 Review team and placed on the micro-site as appropriate. The responses will also feed into the regional / sub-regional fieldwork, national engagement and final 2010 Review reports.

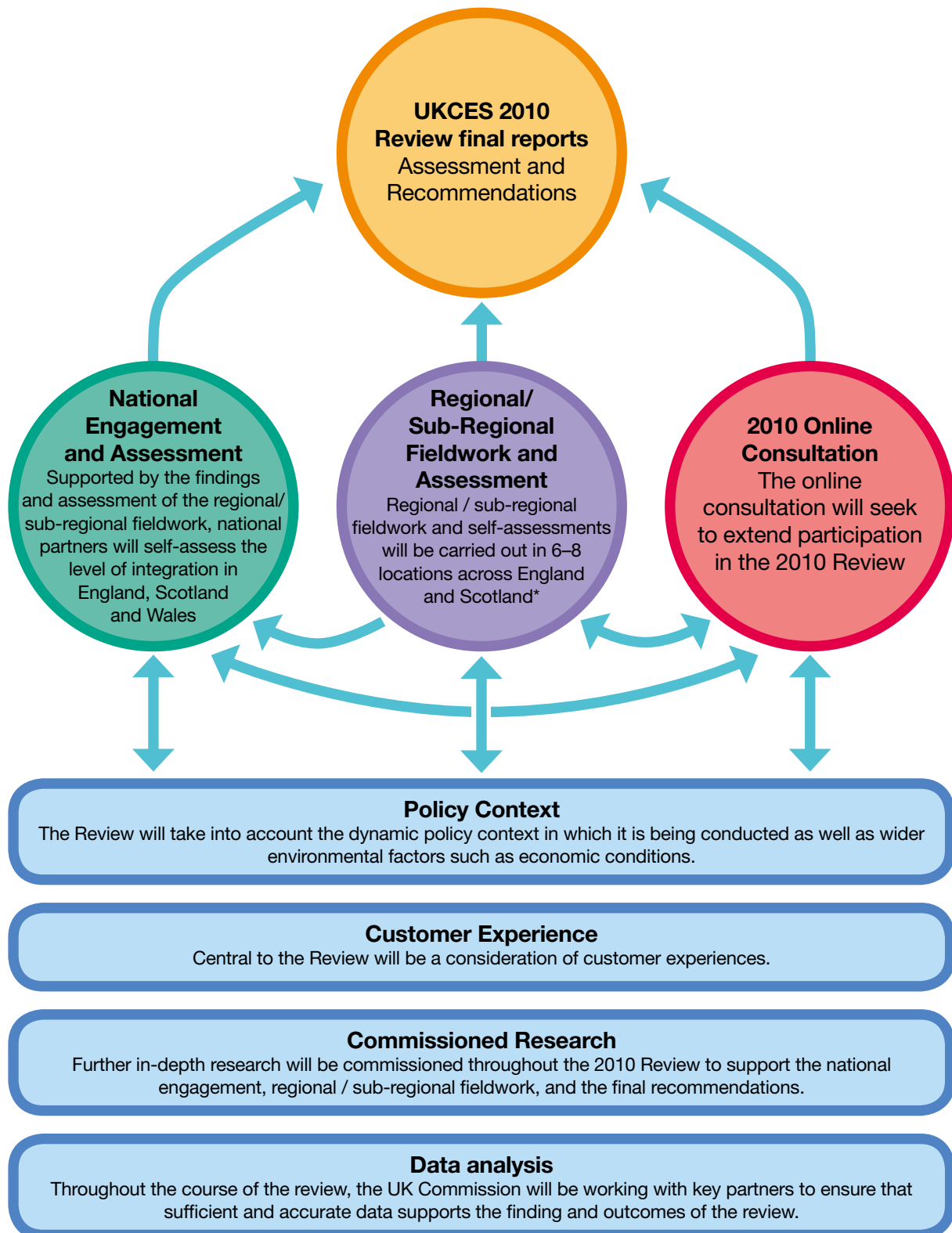
Diagram 4.0: Application of the Online Consultation



### Pulling the Workstrands Together

As stated above and depicted in diagram 5.0, the three workstrands will support each other and be informed by commissioned research, data analysis, an understanding of the customer experience and an awareness of the policy and wider environmental context. The self-assessment reports produced by the regional / sub-regional (in England and Scotland) and national level working groups (in all three nations), as well as the wider input sought through the online consultation, will feed into the three final 2010 Review reports (one for England, one for Scotland and one for Wales), which the UK Commission will publish in 2011. These final 2010 Review reports will comment on progress towards integration, key strengths and areas for improvement of the current system in terms of integration and make recommendations on what more need to be done to progress integration.

Diagram 5.0: How the Review will be conducted



\*Planning of workstrands is still underway in Wales.

## 4. Governance Arrangements

A steering group will be established to oversee the 2010 Review. It will commence in April 2010 and continue until March 2011. The Group will: advise on key issues that arise during the Review; provide feedback on key findings and emerging recommendations; and input into the final 2010 Review reports.

The membership of the group will include key officials from The Department for Work and Pensions, The Department for Business Innovation and Skills, The Scottish Government, Welsh Assembly Government, a representative from each regional / sub-regional fieldwork working group and representatives from other key government bodies and representative organisations. The steering group will be chaired by a UK Commission representative and will report into the UK Commission System Review Committee, which reports into the UK Commission. The steering group chair will have a special advisor who will provide key insights, challenge and ensure a robust and thorough process.

## 5. Key Milestones

- **February:** Launch this document commencing the 2010 Review. Present 2010 Review online consultation microsite.
- **April:** Finalise details of standard design of regional and sub-regional fieldwork. Finalise framework guidance document. 2010 Review microsite fully operational.
- **May:** First meeting of the Steering Group. Future meetings will be organised to coincide with key activities of the Review process. Commence regional and sub-regional fieldwork, including setting up of core planning groups, working groups and feedback panels, conducting facilitated and working groups, conducting facilitated working sessions and conducting self assessments. Independent feedback panels will be held periodically throughout the year to coincide with sub-regional self assessments.
- **September:** Commence national engagement. Independent feedback panels will be held to coincide with national self assessment sessions.
- **2011:** Publication of final 2010 Review reports

Further detail on how the work will progress is contained in the high level 2010 Review Project Plan. The Project Plan can be found in Annex C.

## 6. Acknowledgements

The UK Commission would like to acknowledge the invaluable contribution of the stakeholders who have been involved in the 2010 Review programme of work thus far. In particular, we would like to thank:

- the Phase Two steering group (see Annex A for membership);
- the co-sponsors of and participants in the five working sessions held in November and December of 2009 in Scotland, Wales, London, the South West of England and the West Midlands;
- the participants from the working sessions who reconvened in January to offer additional guidance; and
- officials in the Department for Work and Pensions, the Department for Business, Innovation and Skills, the Scottish Government and the Welsh Assembly Government for their ongoing input and support.

# Annex A: Phase Two Steering Group Membership

## (October 2009–January 2010)

Name	Role	Organisation
Julie Kenny (Chair)	Commissioner and Chief Executive of Pyronix	UKCES
Pat Jackson	Director of Regional Skills Partnerships	Advantage West Midlands
Theresa Frith	National Skills Policy Manager	AOC
Paul Warner	Director of Employment and Skills	Association of Learning Providers
Michael Talbot	Policy Advisor	BIS
Jack Lee	Deputy Director – Local Economic Development and Review	DCLG
Catherine Bell	Acting Permanent Secretary	DELNI
Jacqui Hansbro	Senior Analyst, Integrated Employment & Skills Programme Unit	DWP
Sarbani Banerjee	Acting Head of Skills	HEFCE
Margaret Tovey	Customer Services Director	Jobcentre Plus
Mick Downing	Skills and Employability Partnerships Team	Jobcentre Plus
Julie Robson	Regional Skills Director	LSC
Karen Riley	Director of Skills	LSC
Victoria O'Neill	Policy Manager	LSEB
Jane Ward	Senior Programme Director	NIACE
Mark Ravenhall	Director of Operations	NIACE
Joel Featherman	Delivery Advisor	Prime Minister's Delivery Unit
Karen McAvenue	Team Leader	Scottish Government
Barbara Smith	Employment and Skills Director	SEEDA
Vivienne Stern	Policy Advisor	UUK
Jo Banks	Head of Skills, Strategy and Policy Branch	Welsh Assembly Government
Linda Davis	Senior Skills Policy Manager	Welsh Assembly Government

Individuals that represented members at meetings:

Jan McFall	Communications and BIS Manager	BIS
Peter Seddon	Policy Advisor	HEFCE
Sue Hurley	Strategic Regional Lead	Jobcentre Plus
Bobbie Wearing	Employer Engagement Manager	Jobcentre Plus
Liz Hancock	Skills Development Director, City Region	LSC
David Fowler	Secretariat Manager	LSEB
Anne Ashdown	Policy Executive	Scottish Government
Lindsey Silverman	Policy Executive	Scottish Government

# Annex B: Headline Success Criteria and Sub-criteria

## Agile – to respond to the needs of individuals, communities and employers

### Sub-criteria for assessment:

1. How effectively is the planning of delivery informed by an understanding of the needs of customers and communities?
2. To what extent are services personalised to meet the specific needs of all customers?
3. How quickly are delivery partners able to respond to unexpected changes in customer needs and economic conditions?

## Ambitious – in its aspirations for employers and individuals as customers

### Sub-criteria for assessment:

1. To what extent does the delivery system motivate customer ambition and aspiration?
2. How effectively are individuals supported and empowered to improve skill levels to secure sustainable employment with the ability to progress?
3. How effectively are employers encouraged to invest in and use the skills of their employees to increase productivity and business success?
4. How extensively is quality of service assessed and used to drive improvement of services for all?

## Affordable – for Government in all economic conditions

### Sub-criteria for assessment:

1. How clear is the understanding of costs throughout the employment and skills system?
2. How well are costs of delivery managed to ensure an efficient use of resources without compromising the quality or sustainability of services?
3. To what extent does an understanding of cost effectiveness and productivity inform decision making to lead to better outcomes?
4. How well understood and promoted is the return on an investment in skills used to leverage sustainable increased contributions by customers?



## Accountable – to its users as customers

### Sub-criteria for assessment:

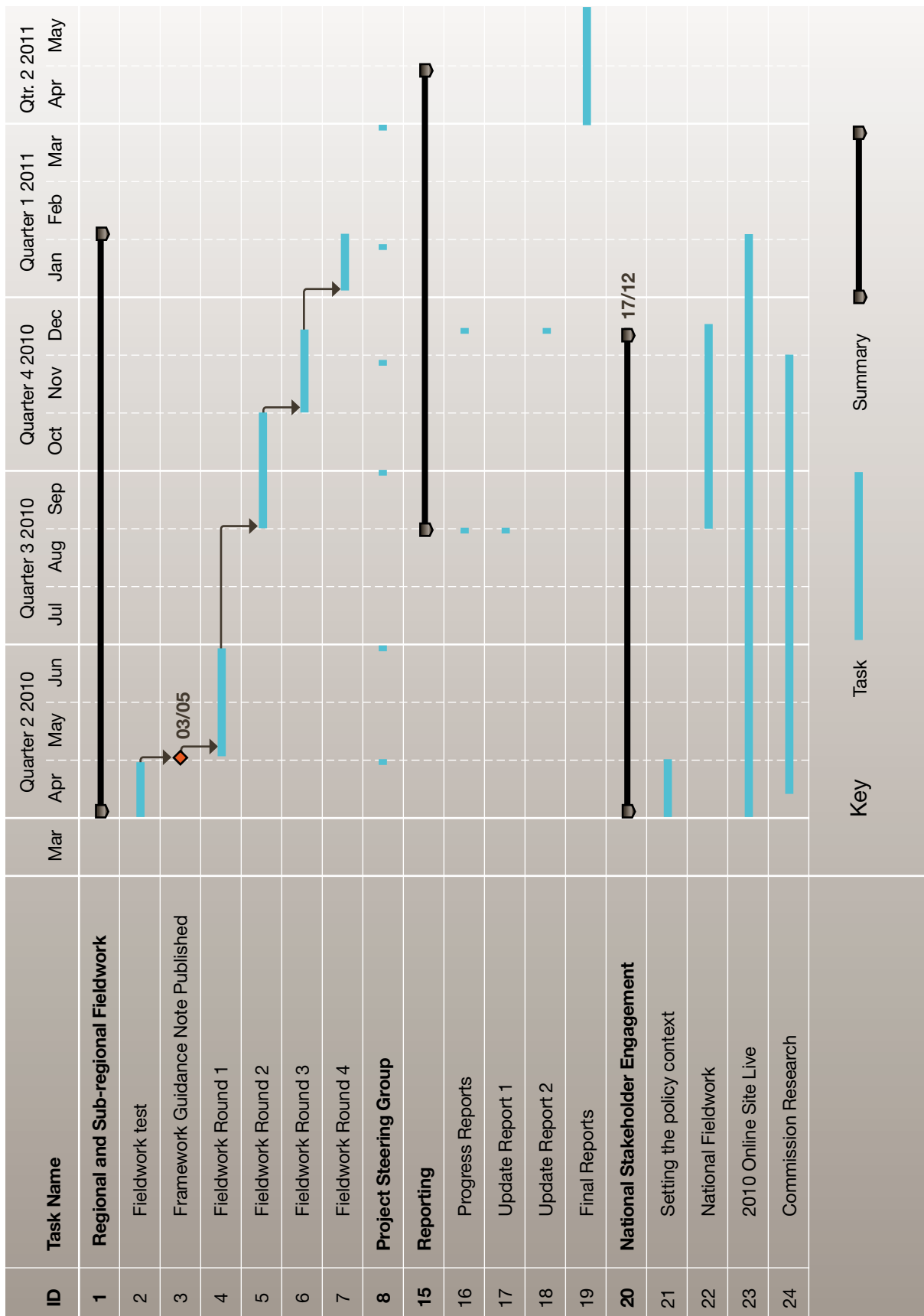
1. To what extent is there clear leadership driving improved outcomes for the system as a whole?
2. How clear and well understood are the roles and responsibilities within the system?
3. To what extent is customer feedback and satisfaction levels used to inform and improve service provision to all customers?
4. To what extent is timely and robust performance information of delivery partners available and accessible to stakeholders and customers?

## Aligned – goals, behaviours and resources

### Sub-criteria for assessment:

1. To what extent is there a common vision and understanding of an integrated employment and skills service between delivery partners?
2. To what extent are targets, measures, incentives and funding streams aligned across delivery partners to drive and support integration and collaboration?
3. How effectively are delivery partners' operations and resources aligned to support effective integration of services?
4. To what extent does the organisational culture and values of delivery partners support joint working and collaboration?
5. How effectively do delivery partners collaborate to deliver services?
6. To what extent do all customers experience a seamless integrated service?

# Annex C: High Level 2010 Review Project Plan





The UK Commission aims to raise UK prosperity and opportunity by improving employment and skills. Our ambition is to benefit employers, individuals and government by advising how improved employment and skills systems can help the UK become a world-class leader in productivity, in employment and in having a fair and inclusive society: all this in the context of a fast-changing global economy.

Because employers, whether in private business or the public sector, have prime responsibility for the achievement of greater productivity, the UK Commission will strengthen the employer voice and provide greater employer influence over the employment and skills systems.

Having developed a view of what's needed, the UK Commission will provide independent advice to the highest levels in government to help achieve those improvements through strategic policy development, evidence-based analysis and the exchange of good practice.

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