

GUIDE TO BIS

2012-2013

BIS | Department for Business
Innovation & Skills



FOREWORD



Martin Donnelly
**Permanent
Secretary**

The Business, Innovation and Skills Department is at the heart of the Government's focus on sustainable and balanced growth. In this challenging economic climate it is vital that all our policies on higher education, research and innovation, skills, enterprise, trade and markets work together to support growth.

Our policy remit is one of the widest in Whitehall and we welcome the range of challenge that brings. We are working across government, with our Partner Organisations, and the private, public and third sectors to build a more dynamic and competitive UK economy, with a clear industrial strategy.

We want our department to be more flexible, open and innovative. To achieve this, we commit to each other's success; we focus on what matters most; and we empower BIS staff to deliver the Government's objectives.

**"WE ARE WORKING
TOGETHER TO CREATE THE
RIGHT CONDITIONS FOR
BUSINESS TO SUCCEED"**

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OUR VISION AND HOW WE WILL DELIVER IT

To achieve strong, sustainable and balanced growth,
evenly shared across the country and between industries



Create a more educated workforce that is the most flexible in Europe:

- Supporting a labour market that is flexible, effective and fair for both employers and employees
- Reforming the further education and adult skills systems to better meet the needs of learners and employers
- Creating a sustainable, world-class higher education system open to people of all backgrounds
- Investing in apprenticeships to expand the number, improve the quality and make it easier for employers to take on apprentices

Make the UK the best place in Europe to start, finance and grow a business:

- Stimulating greater innovation and commercialisation of science and research
- Reducing regulatory burdens and improving access to finance for business
- Ensuring markets both at home and internationally are fair and efficient in serving businesses' and consumers' long-term interests
- Working together with other Government departments to improve the UK business environment

Encourage investment and exports as a route to a more balanced economy:

- Investing further in the UK's world-class research base, and using it to encourage high quality business investment
- Helping UK-based businesses to succeed in overseas markets and making the UK a more attractive place for overseas companies to invest in
- Encouraging innovation, enterprise and private sector investment across the country
- Working closely with key sectors to ensure Government policy properly reflects the different economic conditions in different markets
- Providing local leaders with the tools to drive local growth

In doing this, we will also contribute to rebalancing the public finances, making **a major reduction in our spending** of 25% by 2014-15 (Spending Review 2010)

ACHIEVEMENTS IN 2011-12

KNOWLEDGE AND INNOVATION

- Announced £595 million new capital investment in science and research since the 2010 Spending Review
- Created a network of seven Catapult Centres with over £200 million investment to help bridge the gap between research and business
- Committed £75 million to support innovation in technology-based SMEs
- Successfully progressed plans for new higher education funding arrangements from 2012-13

SKILLS

- Supported 3 million adult learners in further education & skills in 2010-11 Academic Year
- Funded 457,000 apprenticeship starts in 2010-11 Academic Year
- Launched the National Careers Service
- World Skills London 2011: the largest ever international skills competition and careers event bringing together competitors from 51 countries with over 200,000 visitors
- Launch of FE Choices website to inform and empower learners

ENTERPRISE

- Committed £1.4 billion of Regional Growth Fund, supporting 330,000 jobs and leveraging £7.8 billion private investment to date
- Ring-fenced £3 billion for the Green Investment Bank to invest in green technologies
- Supported lending of over £350 million to over 3,300 SMEs through the Enterprise Finance Guarantee
- Re-launched the Manufacturing Advisory Service in January 2012
- Supported the establishment of 39 Local Enterprise Partnerships and 24 Enterprise Zones to unlock local growth opportunities

TRADE

- Helped 25,000 UK businesses (mainly SMEs), employing over 13 million people, to make the most of opportunities for growth in overseas markets
- UKTI took forward over 750 investment projects for the UK (exceeding its target) including wins for Tech City

MARKETS

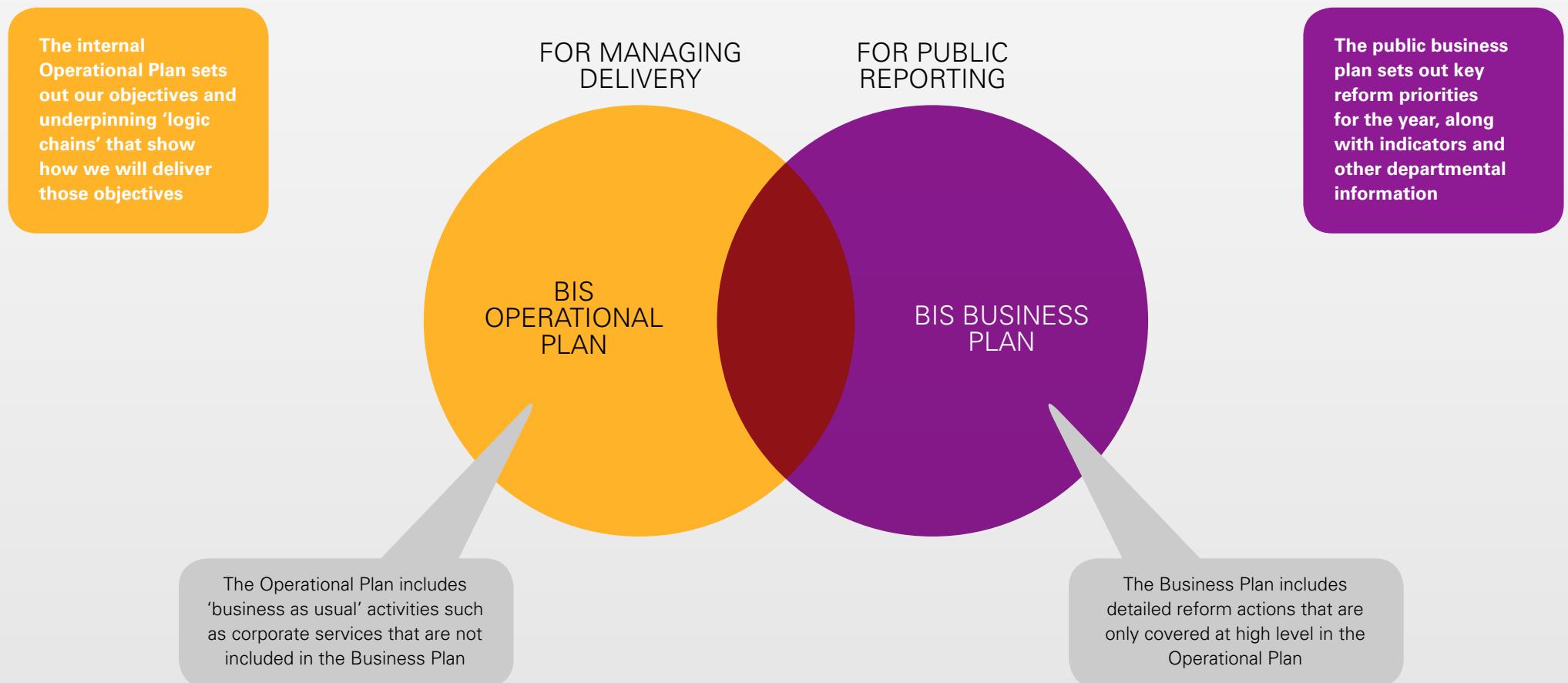
- With Cabinet Office, led the review of 1,200 regulations across Government as part of the Red Tape Challenge, more than half of which will be scrapped or improved
- Increased the unfair dismissal qualifying period from one to two years, launched *Taking on an Employee* toolkit online for business and started to streamline employment tribunals
- Successful legal separation of Royal Mail and Post Office Limited

EFFICIENCY AND REFORM

- Significant progress in the BIS element of reforming and streamlining public bodies
- Reduced expenditure by over £200 million in cash terms relative to 2010-11
- Successfully completed a major restructure of the core department, Skills Funding Agency and Regional Development Agencies

OUR PLANS

BIS and other departments have set out the Government's key reforms in the Structural Reform Plans within the public Business Plans. The BIS Operational Plan sets out how we will deliver our reforms and the Department's other work



OPERATIONAL PLAN



CLICK ON OUTCOME TO SEE
THE PLAN FOR DELIVERING IT

OBJECTIVES

KNOWLEDGE & INNOVATION

Promote excellent universities and research and increased business innovation

SKILLS

Promote more opportunities for individuals in realising their potential

ENTERPRISE

Make it easier to start, grow and invest in the long term

TRADE

Support UK trade overseas and inward investment

MARKETS

Create markets that serve businesses' and consumers' long-term interests

EFFECTIVE BIS

Ensure BIS is a high-performing department

OUTCOMES

A research base that delivers maximum benefit for the UK

World-class translation of knowledge and ideas into successful commercial and public service outcomes, increasing productivity, growth and quality of life

A sustainable, autonomous English higher education system with world-class teaching that is open to people from all backgrounds

An internationally competitive skills base, helping business to grow and individuals to succeed

A stronger entrepreneurial culture and business environment in which SMEs can access finance, information and advice they need to start up and grow

Increased private sector growth across the country

The UK to be world-class in high-value manufacturing and services

Maximise business opportunities and maintain competitiveness in the transition to a green economy

Improved efficiency of the management and service delivery of public data

Safeguarded the future of Royal Mail and the Post Office

Increased UK exports to high-growth and emerging markets

The UK remains a top destination for high-quality, foreign direct investment projects

Encourage free, fair and open markets

A competitive, efficient and effective labour market that supports economic growth and employment

A world-class competition framework

An effective consumer framework delivering growth and consumer welfare, with minimum regulatory burdens on business

An effective corporate law, governance and insolvency framework

A wider business environment that supports growth

Evidence-based Government strategy that helps facilitate sustainable, balanced economic growth

A positive regulatory environment for business resulting from the improved design and delivery of regulation

An efficient and effective BIS, enabling delivery of evidence-based policy objectives

GROUPS

KNOWLEDGE & INNOVATION

BUSINESS & SKILLS

SHAREHOLDER EXECUTIVE

UKTI

MARKETS & LOCAL GROWTH

STRATEGY, ANALYSIS & BETTER REGULATION

PEOPLE, COMMUNICATIONS & CORPORATE EFFECTIVENESS

FINANCE & COMMERCIAL LEGAL SERVICES

AN EFFECTIVE BIS – MORE OPEN, INNOVATIVE AND FLEXIBLE

All our objectives are underpinned by a comprehensive programme of work to ensure BIS is a high-performing, efficient and effective department, contributing over £4 billion in planned savings by 2014-15

WORKING ACROSS WHITEHALL ON GROWTH

Achievements:

- Completed second round of Growth Reviews and drove implementation of 250+ Growth Review measures
- Commissioned Lord Heseltine's competitiveness review

Ongoing work:

- Developing a long-term industrial strategy
- Continuing to drive implementation of Growth Review measures and monitoring impact
- Responding to Lord Heseltine's review

ENSURING BIS POLICIES CONTINUE TO BE BASED ON SOUND EVIDENCE

Achievements:

- Analysis underpinned key policies, e.g. Green Investment Bank, Innovation & Research Strategy
- Over 70 BIS Impact Assessments considered by Regulatory Policy Committee in 2011-12

Ongoing work:

- Systematic collation of evidence on impact of BIS policies
- Effective decision making using value for money analysis
- Bringing together management information on finance and performance, with integrated planning, to inform effective decision making
- Targeted growth analysis

HIGH-QUALITY CONTINUALLY IMPROVING CORPORATE SERVICES

Achievements:

- Significant savings made in ICT and Estates
- Creation of a procurement network to better coordinate buying
- Laying the foundation for integrated accounts
- Significant progress in taking forward Government policies on shared services and procurement

Ongoing work:

- Major programmes to deliver savings in Procurement, Estates, ICT and Shared Services
- Developing new models to deliver high quality Finance and HR services

DEVELOPING NEW WAYS OF WORKING

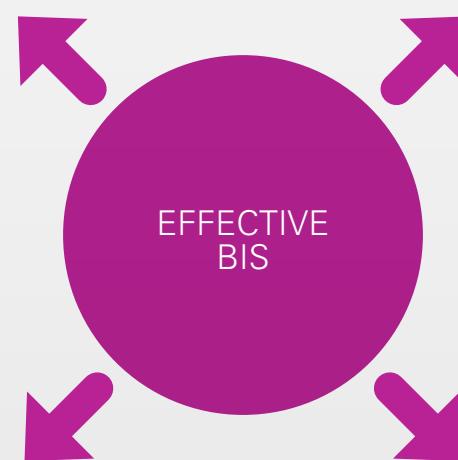
Achievements:

- Implemented new team structures, reduced layers of management and delivered clear accountability and focus on priorities
- Delivered major reforms of public bodies and creation of the Public Data Group
- Set up a new, best practice governance structure, which drives more effective decision-making through the organisation, and improved the framework for Partner Organisation governance
- Engaged with over 1,000 staff to

stimulate ideas to enable greater innovation, flexibility and openness

Ongoing work:

- Fully integrated continuous improvement programme, improving alignment across the BIS Family
- Looking at innovative ways to improve agility and engagement, including use of technology and space
- Building capability, including on PPM, sponsorship and financial management



KEY DELIVERABLES IN 2012-13

KNOWLEDGE & INNOVATION

DELIVERABLES

We have an ambitious work programme for 2012-13.

Key deliverables include:

- Ensure that future investment in science and research is focused on excellence
- Support UK companies to invest in R&D and develop innovative products and services
- Replace grant funding for higher education with graduate contributions, keeping higher education open to people from all backgrounds

SKILLS

- Expand and improve the quality of the apprenticeships programme
- Prepare for delivery of a new system of loans for further education learners aged 24+ studying at level 3 and above

ENTERPRISE

- Make the UK one of the fastest and easiest countries in the world to start up and grow a business
- Help improve flow of credit to viable SMEs
- Support private investment in green infrastructure, UK supply chains and the regions
- Ensure local partnerships are equipped to deliver local growth

TRADE

- Encourage investment and exports as a route to a more balanced economy
- Improve the functioning of the EU's single market and trade agreements

MARKETS

- Streamline employment regulation and develop a new system of shared parental leave
- Reform the competition regime and strengthen consumer representation
- Improve transparency on executive pay

KEY SUCCESS INDICATORS

The Business Plan includes a number of key indicators of success, for example:

- The UK's international position in scientific citations
- Complete the implementation of the network of seven Catapult centres so that these are operational during 2013
- Number of students completing higher education

- Funding an additional 40,000 adult apprenticeship places
- Learners able to apply from April 2013 for loans for courses starting in September 2013

- Growth Accelerator supporting firms with high growth potential and a new internet portal helping small business to fulfil regulatory obligations
- Investment in alternatives to bank debt financing and Start-Up loans to young entrepreneurs
- Green Investment Bank becomes operational; Supply Chain and Regional Growth Funds allocated to successful applicants and delivering to objectives
- Eight core city deals agreed

- Increase the number of businesses using UKTI services, including through a tailored package of support for mid-sized businesses delivered by incentivised private sector contractors
- Undertake an institutional investor strategy to win £4.5 billion investment in UK priority infrastructure projects
- Complete Free Trade Agreement (FTA) negotiations

- Successful passage through Parliament of Enterprise and Regulatory Reform Bill
- Transition to new competition and consumer landscapes on track

OUR VALUES AND BEHAVIOURS

How did we arrive at our values and behaviours?

Drawn from conversations with BIS staff, they reflect our ambition to be more **flexible, innovative and open**.

Why do we have them?

Our values and behaviours enable us to be **more effective in delivering our objectives**, meet the challenges ahead, and make the Department a good place to work.

How will we use them?

Our values are brought to life by how we behave day-by-day. We are building a culture of **conversation and engagement** to help us to do that and succeed in making BIS an evolving, vibrant place to work.

I respect others' expertise and listen to them

I am proud to act as an ambassador for the whole of BIS

COMMIT TO EACH OTHER'S SUCCESS

I work collaboratively and use my knowledge to help others

I am open to constructive challenge



I focus on outcomes and know what makes a difference

I am able to challenge what doesn't add value

FOCUS ON WHAT MATTERS MOST

I work efficiently and avoid duplication

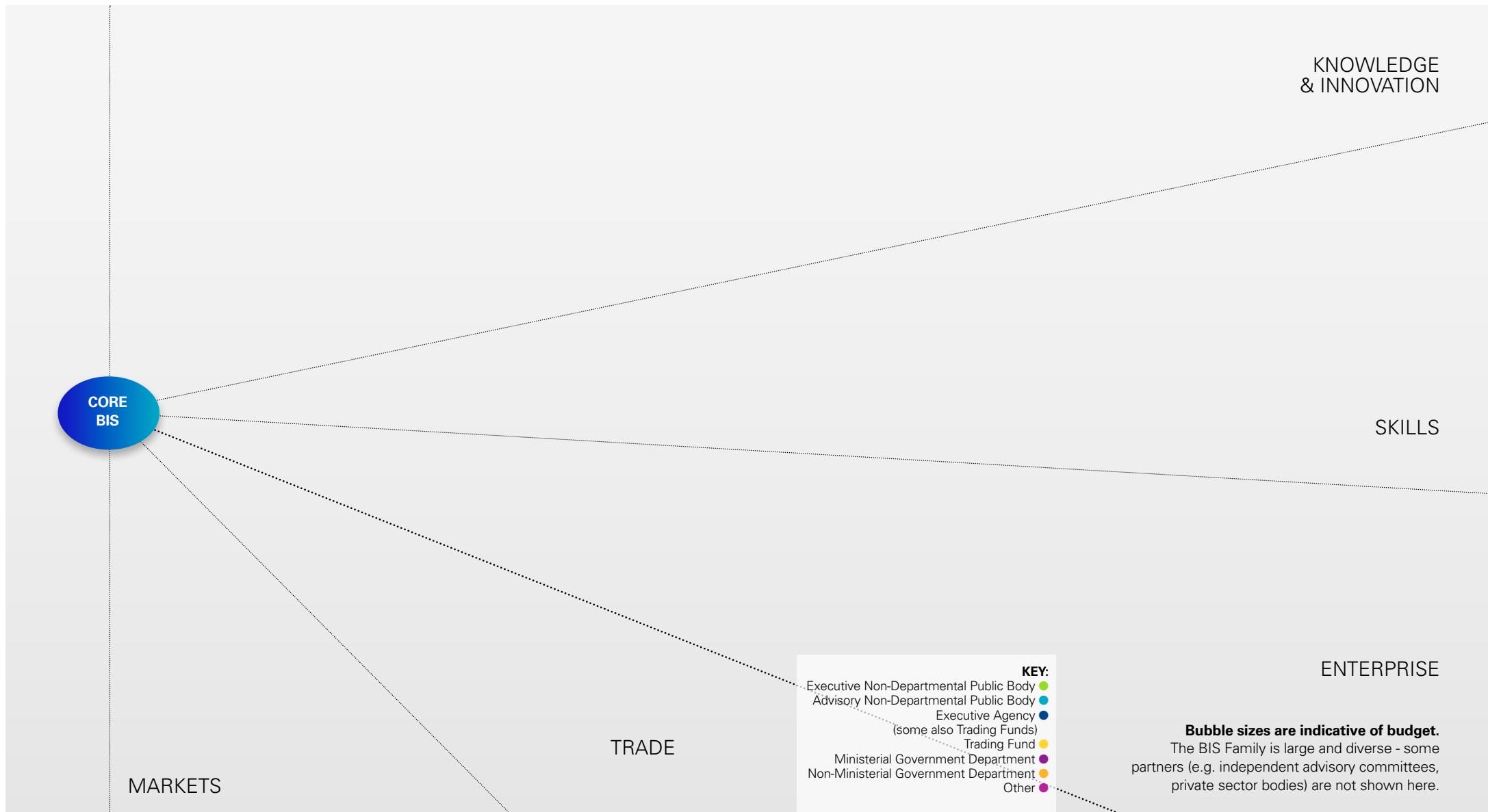
I am flexible and adapt to changing priorities

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THE BIS FAMILY

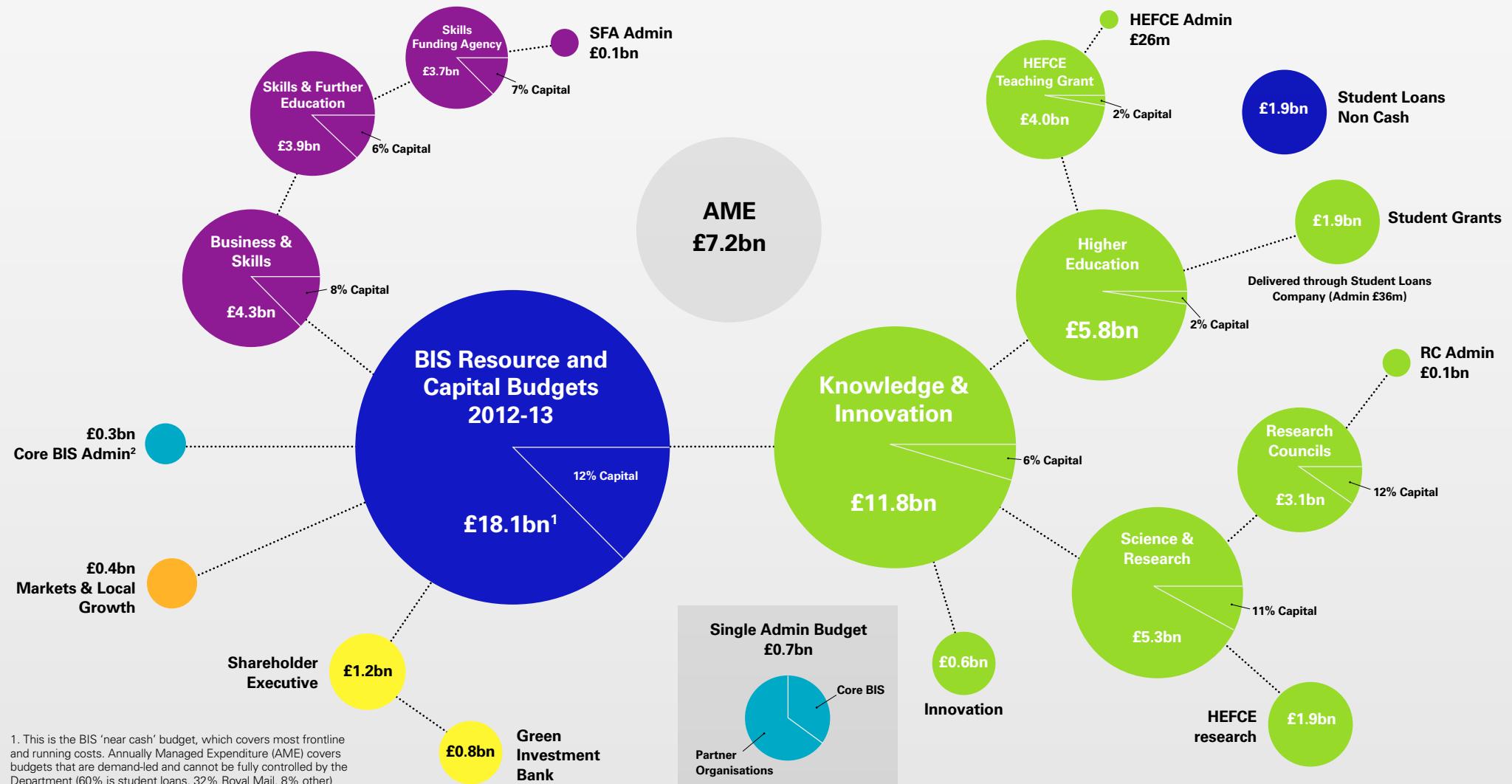


CLICK ON A BUBBLE TO SEE FURTHER INFORMATION
ON AN ORGANISATION AND ITS PLAN



BUDGETS

This chart shows where we will spend £18.1 billion¹ of public money for the financial year 2012-13



MINISTERS AND MANAGEMENT

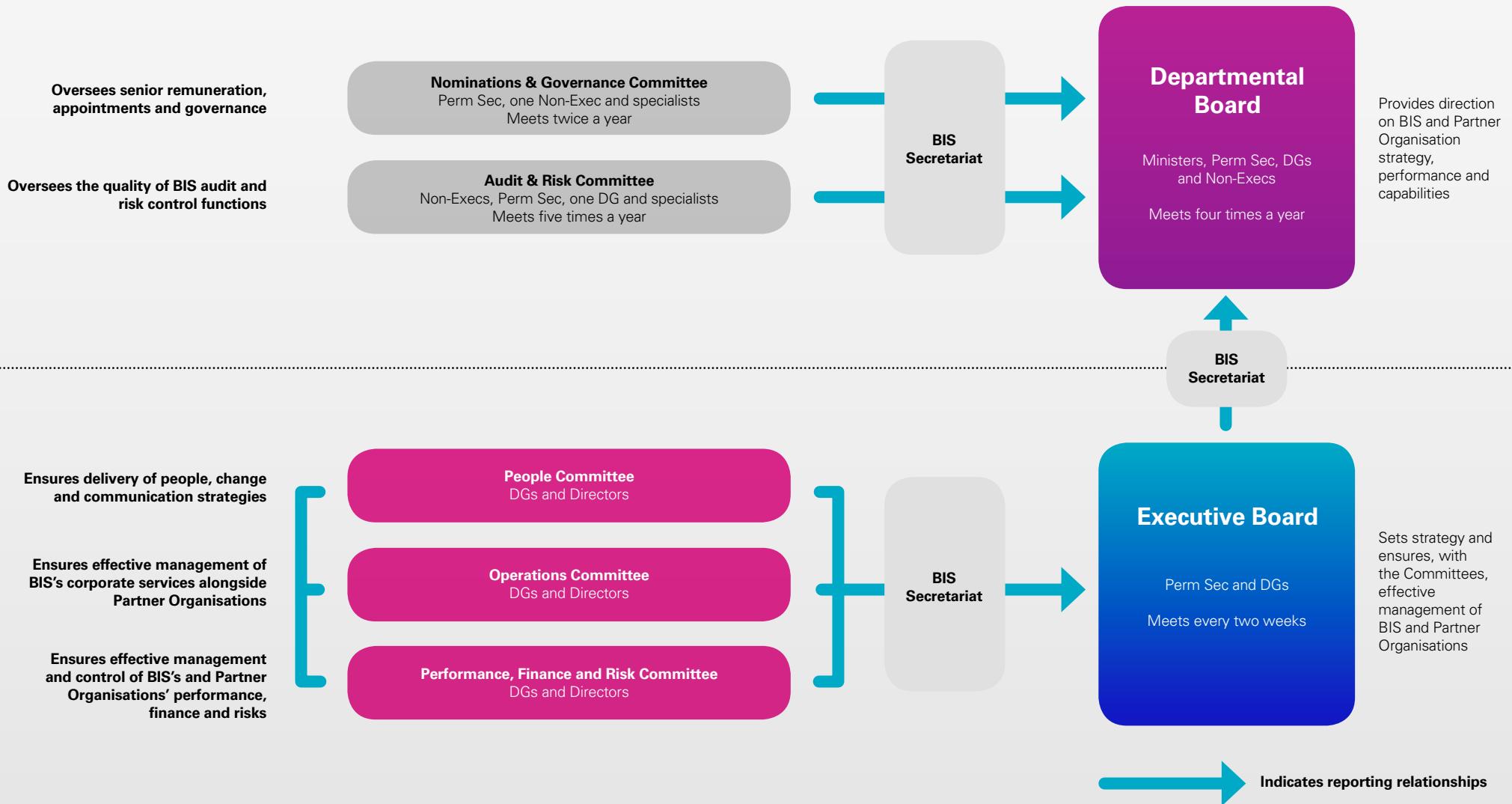
To contact BIS:

www.bis.gov.uk/contact
or telephone 020 7215 5000



The Ministerial team is led by Secretary of State Vince Cable. The management team is led by Permanent Secretary Martin Donnelly. We have four non-executive directors led by Sir Andrew Witty.

GOVERNANCE



CLOSING COMMENTS



"Britain should be a place where enterprise and innovation succeed. The Department is working closely with our Partner Organisations to make this happen. And we have a wider vision of achieving sustainable growth that is more evenly shared across the country and between industries. This Guide sets out the strategy that will make this vision a reality: making the UK the best place in Europe to start, finance and grow a business; encouraging investment and exports; and creating a more educated workforce that is also the most flexible in Europe. BIS and our partners have the plans in place to deliver these objectives. We will succeed with the help of our excellent staff and I thank all of them for their continuing hard work."

**Rt Hon Vince Cable MP,
Secretary of State for Business,
Innovation and Skills**



"UK business continues to face unprecedented challenges. BIS has worked hard to deliver in tough economic times, but we must be flexible and continue to respond at pace to these issues. The BIS agenda is critical to the UK economy and, together with our specialist Partner Organisations, we are working to deliver a fitter UK business landscape."

**Sir Andrew Witty,
Lead Non-Executive Director**

APPENDIX: PARTNER ORGANISATIONS



OUR PARTNERS

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ACAS	IPO	*BIOTECHNOLOGY AND BIOLOGICAL SCIENCES RESEARCH COUNCIL	SKILLS FUNDING AGENCY
BSI	LAND REGISTRY	*ECONOMIC AND SOCIAL RESEARCH COUNCIL	STUDENT LOANS COMPANY
CAPITAL FOR ENTERPRISE LTD	LPC	*ENGINEERING AND PHYSICAL SCIENCES RESEARCH COUNCIL	TECHNOLOGY STRATEGY BOARD
CITIZENS ADVICE	MET OFFICE	*MEDICAL RESEARCH COUNCIL	UK EXPORT FINANCE
COMPANIES HOUSE	NATIONAL MEASUREMENT OFFICE	*NATURAL ENVIRONMENT RESEARCH COUNCIL	UK ATOMIC ENERGY AUTHORITY
COMPETITION COMMISSION	OFFICE FOR FAIR ACCESS	*SCIENCE AND TECHNOLOGY FACILITIES COUNCIL	UKCES
CONSUMER FOCUS	THE OFFICE OF FAIR TRADING		UK SPACE AGENCY
CST	ORDNANCE SURVEY		UK TRADE AND INVESTMENT
DESIGN COUNCIL	RESEARCH COUNCILS UK		UKAS
ECITB	*ARTS AND HUMANITIES RESEARCH COUNCIL		
FINANCIAL REPORTING COUNCIL			
HEFCE			
THE INSOLVENCY SERVICE			

OUR PARTNERS MID LEVEL OUTCOMES

- 1** A research base that delivers maximum benefit for the UK
- 2** World-class translation of knowledge and ideas into successful commercial and public service outcomes, increasing productivity, growth and quality of life
- 3** A sustainable, autonomous English higher education system with world class teaching that is open to people from all backgrounds
- 4** An internationally competitive skills base, helping business to grow and individuals to succeed
- 5** A stronger entrepreneurial culture and business environment in which SMEs can access finance, information and advice they need to start up and grow
- 6** Increased private sector growth across the country
- 7** The UK to be world-class in high-value manufacturing and services
- 8** Maximise business opportunities and maintain competitiveness in the transition to a green economy
- 9** Improved efficiency of the management and service delivery of public data
- 10** Safeguarding the future of Royal Mail and the Post Office
- 11** Increased UK exports to high-growth and emerging markets
- 12** The UK remains a top destination for high-quality, foreign direct investment projects
- 13** Encourage free, fair, and open markets
- 14** A competitive, efficient and effective labour market that supports economic growth and employment
- 15** A world-class competition framework
- 16** An effective consumer framework delivering growth and consumer welfare, with minimum regulatory burdens on business
- 17** An effective corporate law, governance and insolvency framework
- 18** A wider business environment that supports growth
- 19** Evidence-based Government strategy that helps facilitate sustainable, balanced economic growth
- 20** A positive regulatory environment for business resulting from the improved design and delivery of regulation
- 21** An efficient and effective BIS, enabling delivery of evidence-based policy objectives

OUR PARTNERS

ACAS



CHIEF EXECUTIVE

JOHN TAYLOR

WHAT WE DO:

We aim to improve organisations and working lives through better employment relations. We provide conciliation services in individual and collective disputes, operate a helpline that receives around a million calls a year, and provide advice and guidance on all aspects of employment relations to employers and employees.

OUR CUSTOMERS:

Employers and employees, trade unions, employer bodies & associations and intermediaries eg solicitors, accountants.

NUMBER OF EMPLOYEES:

850

MAIN LOCATIONS:

London, Bristol, Manchester, Liverpool, Nottingham, Bury St Edmunds, Newcastle, Birmingham, Leeds, Fleet, Glasgow, Cardiff

WEBSITE:

acas.org.uk

BIS DG:

Markets & Local Growth

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1 We prevented an employment tribunal hearing in nearly 50,000 tribunal cases and resolved a further 12,000 potential claims through our Pre-Claim Conciliation service.
- 2 More than 900,000 employers and employees called our helpline to get advice about problems in their workplace.
- 3 Our good practice guidance helped organisations deal with the removal of the Default Retirement Age.

ORGANISATIONAL OBJECTIVES:

- 1 Increase our support to SMEs.
- 2 Deliver a range of conciliation and mediation services to help individuals and organisations resolve workplace disputes.
- 3 Provide a high quality telephone helpline service.

INITIATIVES FOR 2012/13:

- 1 Working to ensure a dispute-free Olympic Games.
- 2 Developing a new system for settling employment disputes before a tribunal claim is made.
- 3 Introducing a new range of online tools to help businesses improve their management capabilities.

SUCCESS INDICATORS IN 2012/13:

- 1 The number of tribunal hearing days saved as a consequence of Acas conciliation.
- 2 The percentage of delegates on Acas training courses reporting that training they received resulted in a review or change in policy or practice.
- 3 The percentage of callers saying they were able to take clear action following their call to the Acas helpline.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

4, 5, 6, 14, 18, 19

OUR PARTNERS

BSI



CHIEF EXECUTIVE

HOWARD KERR

WHAT WE DO:

BSI is a global organisation that equips businesses with the necessary solutions to turn standards of best practice into habits of excellence. Formed in 1901, BSI was the world's first National Standards Body and a founding member of the International Organization of Standardization (ISO).

Over a century later it continues to facilitate business improvement across the globe by helping its clients drive performance, reduce risk and grow sustainably through the adoption of international management systems standards, many of which BSI originated.

OUR CUSTOMERS:

BSI's clients span multiple sectors including aerospace, construction, energy, engineering, finance, healthcare, IT and retail.

NUMBER OF EMPLOYEES: 150 in the National Standards Body, and around 2,500 in BSI Group worldwide.

MAIN LOCATION: Group Headquarters and seat of the National Standards Body: London

WEBSITE: bsigroup.com
bsigroup.com/standards

BIS DG: Knowledge & Innovation

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1** Key new standards in areas such as anti-bribery management, business relationships, regulated financial services firms, and lifecycle greenhouse gas management.
- 2** Creation of a new publishing platform, the first product being the revolutionary Eurocodes set of construction standards.

ORGANISATIONAL OBJECTIVES:

- 1** Continued growth and investment in core business.
- 2** Develop and support UK position in changing European standardisation landscape (proposed new standardisation regulation is likely to be approved in 2012, for implementation in January 2013).

INITIATIVES FOR 2012/13:

- 1** Build on the key initiatives from 2011 and explore new areas such as a) collaborative business relationships for SMEs, b) new technologies such

as additive manufacturing, bio-based products and nanotechnologies, c) standardisation roadmap to support Waste Regulations rather than legislation, and d) a programme to support the roll out of smart meters and to deliver the relevant standards to implement the EU directives.

HOW WE SUPPORT BIS/GOVERNMENT:

BSI works with many government departments, focusing on UK innovation and growth, and ways for standards to cut red tape or support co-regulation initiatives. Our extensive network of experts helps define where standards can deliver and complement regulatory policy requirements.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

11, 12, 13, 15, 18, 20

OUR PARTNERS CAPITAL FOR ENTERPRISE LIMITED



CHIEF EXECUTIVE RORY EARLEY

WHAT WE DO:

CfEL is the UK Government's centre of knowledge, expertise and information on the design, implementation and management of finance measures to support SMEs across the UK.

OUR CUSTOMERS:

We work across Government departments, including BIS, DCLG, No10, and the devolved administrations.

NUMBER OF EMPLOYEES: 24

MAIN LOCATION: Sheffield

WEBSITE: capitalforenterprise.gov.uk

BIS DG: Business & Skills & Legal

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1 Launch of new Enterprise Finance Guarantee for Exports and expansion of pool of EFG accredited lenders.
- 2 New equity funds in place, including Enterprise Capital Funds and the Business Angel Co-investment Fund.
- 3 Took oversight for all of the ex-RDA Venture capital and loan portfolio.

ORGANISATIONAL OBJECTIVES:

- 1 To be the principal centre of expertise within government on the provision of SME financial interventions. Through our market knowledge and understanding of the public sector, we will inform and improve the quality of government policy initiatives by providing ongoing advice and market intelligence, in particular on "gaps" in the SME finance market.
- 2 To design, develop and deliver SME financial interventions, meeting the objectives of the commissioning organisation and deliver the schemes to agreed time, cost specification and standard.
- 3 To manage SME financial interventions efficiently, effectively and economically. We will use our expertise

to manage the schemes, delivering economic benefits in line with the Government's growth agenda.

INITIATIVES FOR 2012/13:

- 1 Supporting the Growth Agenda through, for example, establishing and managing new initiatives, including Business Angel Co-investment Fund, Business Finance Partnership, Enterprise Loans for Young People and others as they emerge.
- 2 Increasingly useful information and analysis on SME finance is made available to government and the public.

SUCCESS INDICATORS IN 2012/13:

Include:

- 1 Committing new Enterprise Capital Funds in line with SR allocations.
- 2 Working across government to improve the effectiveness and value for money of existing interventions.
- 3 Demonstrating the maintenance of high standards of governance and compliance, and being assessed, through the BIS Performance Assessment Framework, as a strong performer.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

4, 5, 6, 7

OUR PARTNERS

CITIZENS ADVICE



CHIEF EXECUTIVE GILLIAN GUY

WHAT WE DO:

Provide the advice people need for the problems they face.

Improve the policies and practices that affect people's lives.

NUMBER OF EMPLOYEES: 421

MAIN LOCATIONS: Administrative offices in: London, Birmingham, Cambridge, Exeter, Leeds, Liverpool, Newcastle, Nottingham, Cardiff and Rhyl.

WEBSITE: citizensadvice.org.uk

BIS DG: Markets & Local Growth

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1** Led Big Energy Week, bringing together consumer organisations, energy suppliers, switching sites and government agencies to let consumers struggling with rising energy bills know about all the help that is available.
- 2** Coordinated a cross sector 'Addressing Financial Difficulty' working group (the AFD) encouraging businesses to "do the right thing" by people in debt.
- 3** Submitted a super-complaint to the Office of Fair Trading calling for a ban on cold calls and up-front fees by loan finder companies after our report, "Cashing in", highlighted the hardship these practices can cause.

PLANS FOR 2012-13

- 1** Pilot new ways of educating and empowering consumers through a combination of web-based and community-run projects.
- 2** Persuade domestic heating oil suppliers to sign up to a code of best practice to ensure that consumers off the gas grid are treated fairly.

- 3** Influence Government to ensure that future regulation of financial services and credit is robust enough to deal with consumer detriment.

SUCCESS INDICATORS IN 2012/13:

- 1** Deliver and evaluate 18 consumer empowerment partnerships (CEPs) to test different ways of joint working to protect consumers locally.
- 2** Secure the backing of the Federation of Petroleum Suppliers for a code of best practice around dealing with consumers off the gas grid.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

OUR PARTNERS COMPANIES HOUSE



ACTING REGISTRAR TIM MOSS

WHAT WE DO:

Incorporate and dissolve limited companies; examine and store company information delivered under the Companies Act and related legislation; and make this information available to the public.

OUR CUSTOMERS:

SMEs, accountants, lawyers, incorporation agents, and other intermediaries use our filing services; SMEs, accountants, lawyers and credit reference agencies use our search services.

NUMBER OF EMPLOYEES: 913

MAIN LOCATION: Cardiff

WEBSITE: companieshouse.gov.uk

BIS DG: Shareholder Executive

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1** Implemented an online incorporation service, enabling customers to incorporate without specialist software for only £18. More than 60,000 new companies have used this service, which now accounts for 19% of all incorporations.
- 2** Achieved record levels of compliance rates. Our compliance rate is 98.8% of active companies having an up-to-date set of accounts on the Register.
- 3** Electronic reminders make it easier for customers to meet their filing obligations (more than 250,000 customers have signed up for the service).

ORGANISATIONAL OBJECTIVES:

- 1** Develop new services for filing and search and drive up the volume of transactions submitted electronically.
- 2** Improve quality of both information and services so customers get what they need easily and quickly.
- 3** Continue to improve compliance rates and adapt our enforcement strategy to target the worst offenders.
- 4** Seek to support growth in the UK economy by delivering efficiencies and improvements in public services through collaborating across the Public Data Group and the wider public sector.

INITIATIVES FOR 2012/13:

- 1** Work with colleagues from the Public Data Group to make a range of datasets freely available to the public: introduce a free bulk data product and explore the potential for further provision of free information.
- 2** Enhance our company registration service, allowing companies to register with HMRC at the same time as they are incorporated.
- 3** Work with the Government Digital Service to transfer our web transactions and content from businesslink.gov.uk .

SUCCESS INDICATORS IN 2012/13:

- 1** Our filing and searching services are available 99.5% of the time.
- 2** To achieve an average electronic filing target of 53% for company accounts.
- 3** To achieve an average electronic filing target of 80% for all other transactions.
- 4** To achieve a score of more than 86% in our Customer Satisfaction Survey.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

5, 6, 9, 17, 18, 21

OUR PARTNERS COMPETITION COMMISSION

COMPETITION  COMMISSION

CHIEF EXECUTIVE DAVID SAUNDERS

WHAT WE DO:

The Competition Commission (CC) is an independent non-departmental public body which, together with the Office of Fair Trading (OFT) and the sector regulators, and in conjunction with the Competition Appeal Tribunal (CAT), operates the UK's competition regime. The CC conducts in-depth inquiries into mergers, markets and the regulation of the major regulated industries. All the CC's inquiries are undertaken following a reference, most often by the OFT or one of the sector regulators.

OUR CUSTOMERS:

HM Treasury, BIS, businesses, consumers

NUMBER OF EMPLOYEES: 144

MAIN LOCATION: London

WEBSITE: competition-commission.org.uk

BIS DG: Markets & Local Growth

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1 The Competition Appeal Tribunal dismissed BAA's appeal against the CC's decision that they should sell Stansted. BAA is proceeding with the sale of Edinburgh airport following our 2009 market investigation.
- 2 Completed investigation into local bus services market in Britain (excluding London).
- 3 Achieved Customer Service Excellence award for support services.

ORGANISATIONAL OBJECTIVES:

- 1 Ensure that BAA completes the sale of Stansted.
- 2 Complete the investigation into movies on pay tv by August 2012.
- 3 Continue working with BIS, Treasury and Office of Fair Trading on reform of the competition regime and creation of a new Competition and Markets Authority (by April 2014).

INITIATIVES FOR 2012/13:

- 1 Publish draft revised Market Investigation Guidelines.
- 2 Ensure that the CC is well prepared to receive appeals under revised legislation in energy, post, airports and health.

SUCCESS INDICATORS IN 2012/13:

- 1 Smooth transition arrangements are put in place for the Competition and Markets Authority.
- 2 New appeal work is handled correctly and not challenged successfully.
- 3 Investigations are completed on time and to the necessary quality to withstand subsequent challenge.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

13, 15, 18

OUR PARTNERS CONSUMER FOCUS



CHIEF EXECUTIVE MIKE O'CONNOR CBE

WHAT WE DO:

Consumer Focus is the statutory consumer champion for England, Wales, Scotland and (for postal consumers) Northern Ireland. We were formed by The Consumers, Estate Agents and Redress (CEAR) Act 2007. We have a statutory requirement to have regard for consumers in designated sectors – energy, postal services and, in Scotland since 2011, water.

Proposals to make the Citizens Advice service a champion for consumer information across a range of sectors were announced in April 2012. The Citizens Advice service will take on responsibility from Consumer Focus for representing consumers' interests in unregulated sectors. This will leave a new, technical unit working with the energy and postal services sectors and their regulators, replacing Consumer Focus.

OUR CUSTOMERS:

Companies, trade bodies and regulators in energy, post, financial services and other sectors across the economy; government departments; parliamentarians; devolved administrations; consumer organisations, think tanks, charities; consumers themselves.

NUMBER OF EMPLOYEES: 147

MAIN LOCATION: Belfast, Cardiff, Glasgow, London

WEBSITE: consumerfocus.org.uk

BIS DG: Markets & Local Growth

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1** Electricity Market Reform – we identified and communicated ways to help consumers get more for less, suggesting improvements to the package to help ensure it delivers the best possible value for money.
- 2** Smart meter roll-out – ensuring customers are protected and know they will get value for money from the £11 billion investment.
- 3** Deregulation of UK postal market – we successfully argued the case that greater freedom for Royal Mail to raise prices needed to be balanced by incentives to drive further efficiencies; and a price cap on all Second Class letter and parcel products would help protect vulnerable consumers and small businesses.

ORGANISATIONAL OBJECTIVES:

- 1** Ensure we fully realise the value from our policy and research investment; ensure a smooth transition with our successor Citizens Advice; to maintain our essential advocacy work in gas, electricity, postal markets and, in Scotland, water while taking steps to build an effective 'regulated industries unit' by April 2013 in line with Government policy.
- 2** Test and critique the range of proposals in the energy market and propose new thinking to improve competition, innovation and better value and service for consumers.
- 3** Provide evidence of what consumers want from the existing postal

service and how the Universal Postal Service (UPS) may need to evolve over time to meet the future needs of residential and business users.

INITIATIVES FOR 2012/13:

- 1** Successfully conclude current advocacy projects and share our experience and evidence base to Citizens Advice and other bodies.
- 2** Influence the implementation of the energy Retail Market Review to improve the market for consumers, make sure there are not any unintended consequences and prepare for a smart market.
- 3** Help Ofcom establish a sound basis for any programme of reform through our research into what consumers need from the UPS and how consumer behaviour might react to different price and service scenarios.

SUCCESS INDICATORS IN 2012/13:

- 1** Smooth exit/transfer of general advocacy work to Citizens Advice service.
- 2** Gain improvements in the energy market by advocating for simple and straightforward energy tariffs and improvements to bills and annual statements.
- 3** Providing timely and robust evidence of what consumers want from the existing postal service and how the UPS may need to evolve.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

15, 16, 17, 18, 19, 20

OUR PARTNERS

COUNCIL FOR SCIENCE AND TECHNOLOGY (CST)



COUNCIL FOR
SCIENCE AND
TECHNOLOGY

CHIEF EXECUTIVE

The Council is co-chaired by the Government Chief Scientific Adviser, Professor Sir John Beddington and Professor Dame Nancy Rothwell, the independent Co-Chair.

WHAT WE DO:

We advise the Prime Minister on strategic science and technology issues that cut across the responsibilities of individual government departments.

OUR CUSTOMERS:

The Prime Minister and other Ministers

MAIN LOCATION:

(CST Secretariat) London

WEBSITE: bis.gov.uk/cst

BIS DG: Government Chief Scientific Adviser

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

HOW THE CST OPERATES:

- The Council provides advice to the Prime Minister on strategic matters relating to science and technology. This involves advice on a range of topics – including specific technologies, innovation and research policy, and science education.
- For example, CST reported to the Prime Minister on the NHS as a driver for growth in September 2011. The work contributed to the Strategy for UK Life Sciences announcement in 2011.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

CST is connected to the Government Office for Science, which is independent of BIS.
It does not therefore work directly to BIS objectives.

OUR PARTNERS

DESIGN COUNCIL



CHIEF EXECUTIVE

DAVID KESTER

WHAT WE DO:

The Design Council enables people to use design to transform communities, business and the environment for the better.

As an enterprising charity, our work places design at the heart of creating value by stimulating innovation in business and public services, improving our built environment and tackling complex social issues.

We inspire new design thinking, encourage public debate and inform government policy to improve everyday life and help meet tomorrow's challenges today.

OUR CUSTOMERS:

Government departments, local government, planning authorities, SMEs, public sector, universities.

NUMBER OF EMPLOYEES: Around 60

MAIN LOCATION: London

WEBSITE: designcouncil.org.uk

BIS DG: Knowledge & Innovation

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

1 Successful transfer of Innovation Services Assets from RDAs - services re-engineered, new charging model introduced and relationships developed with 200+ business networks.

2 Open innovation design challenge, "Reducing Violence and Aggression against staff in A&E", has delivered major savings to the NHS through new design solutions, whilst our "Living Well with Dementia" challenge has resulted in the development of innovative products and services.

3 Our merger with Commission for Architecture and the Built Environment created an integrated organisation putting good design at the heart of economic and social renewal.

ORGANISATIONAL OBJECTIVES:

1 Implement the seven design actions in the BIS Innovation for Growth Plan focusing on SMEs, universities and the public sector. This includes expanding the Designing Demand service as part of Solutions for Business; and creating public sector savings and efficiencies by expanding the Challenges programme and 'design coaching' services with

government departments and agencies.

INITIATIVES FOR 2012/13:

1 Launch innovations to help improve quality of life of dementia sufferers and a major new Design Challenge in health.

2 Promote UK design by linking with national initiatives including the London Olympics and UKTI Business Summit, and through Design Council events.

3 Launch new commercial services to enable a wide variety of clients to put design at the heart of business competitiveness, planning and successful developments.

SUCCESS INDICATORS IN 2012/13:

1 Innovation - reach 200+ clients, from start-ups and SMEs to public services, through our design leadership programmes.

2 Insight – build a summits and forums programme as a focus for industry-led public policy debate on the role of design from "pixel to the city"; provide advice to government on the role and impact of design, influencing policy and increasing the use of good design.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

1, 2, 3, 4, 5, 6, 7, 8, 18, 20, 21

OUR PARTNERS

ENGINEERING CONSTRUCTION INDUSTRY TRAINING BOARD (ECITB)



CHIEF EXECUTIVE

DAVID EDWARDS

WHAT WE DO:

Supporting apprenticeships, adult reskilling, and higher level project management skills in a highly innovative and export earning industry. Supporting the growth agenda for the engineering construction industry.

OUR CUSTOMERS:

Specialist skills industry in the design, project management, construction, maintenance and decommissioning of industrial processing infrastructure:

- Power stations – all types – including nuclear and renewables
- Water treatment
- Oil and gas production
- Refining of oil and chemical manufacturing
- Nuclear material processing
- Food & drink processing.

Two part industry:

- engineering contractors that specialise in design and management (technician/graduate engineer)
- contractors that specialise in on-site construction, maintenance and decommissioning (craft/technician).

NUMBER OF EMPLOYEES: 85

MAIN LOCATION: Nationwide

WEBSITE: ecitb.org.uk

BIS DG: Business & Skills & Legal

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

ECITB supported 65,000 learners in 2011:

- 23,000 across Apprenticeships, Skills and Technical, Management & Professional, Regional Discretionary grant allocation and Awards and Qualifications in 2011
- More than 42,000 people achieving their Safety Passport
- Approximately 500 apprentices completed frameworks supported by the ECITB in 2011.

ORGANISATIONAL OBJECTIVES:

- 1 To lever efficiency in skills investment through the Employer Ownership of Funds.
- 2 Simplification for employers.
- 3 Collaboration amongst SMEs to identify and address skills priorities.
- 4 Investing £20-25 million annually in the areas identified above.

INITIATIVES IN 2011/12:

- 1 Annual Apprenticeship Campaign.
- 2 ECITB Customer Survey.

SUCCESS INDICATORS IN 2011/12:

- 1 Meeting of KPI targets in:
 - Apprenticeships
 - Management and Professional Programmes
 - Skills and Technical Training.
- 2 Increased satisfaction rating in Customer Survey.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

OUR PARTNERS

FINANCIAL REPORTING COUNCIL



CHIEF EXECUTIVE STEPHEN HADDRILL

WHAT WE DO:

The FRC is the UK's independent regulator of corporate governance and reporting. Our mission is to foster investment.

We determine codes and standards, monitor their use and oversee the conduct of the professions on whom millions of UK citizens depend upon, whether they be pension or equity holders.

OUR CUSTOMERS:

Our primary customers are investors who depend on financial information and the ability of companies to turn a profit. Our work affects a range of others, including the entities which use our codes and standards, the professions and interested International counterparts.

NUMBER OF EMPLOYEES: 100

MAIN LOCATION: London

WEBSITE: frc.org.uk

BIS DG: Markets & Local Growth

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1** Implemented the Stewardship Code – the first of its kind - with more than 200 signatories.
- 2** Launched the Sharman Inquiry into Going Concern and Liquidity Risk.
- 3** Taken forward FRC's reform programme.

ORGANISATIONAL OBJECTIVES:

- 1** Monitor the health of corporate governance and reporting in the UK and make sure our codes and standards remain fit for purpose.
- 2** Influence EU policy on corporate governance framework and audit proposals in a way which meets UK objectives.
- 3** Implement final decisions on reform to ensure the FRC is effective and proportionate in its interventions.

INITIATIVES FOR 2012/13:

- 1** Monitor the effectiveness of both the UK Corporate Governance Code and Stewardship Code, publishing annual reports on the impact of the two Codes to inform the investor community and encourage compliance.
- 2** Press, alongside the European Issues Steering Group,

for the policies of the EU on governance and audit to serve the interests of investors by promoting the 'comply or explain' framework; and supporting change to audit proposals that will lead to greater confidence in corporate governance and reporting.

3 Subject to Parliamentary approval, implement the new governance arrangements, regulatory structures and powers in a timely manner, whilst ensuring the other key objectives of the organisation continue to be met.

SUCCESS INDICATORS IN 2012/13:

- 1** We will use the feedback we receive on the effectiveness of the UK Corporate Governance Code and Stewardship Code to evaluate the outcomes they achieve in 2012/13. This will be published in the annual reports.
- 2** The successful implementation of the reform programme.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

5, 6, 7, 8, 11, 12, 13, 17, 18, 19, 20, 21

OUR PARTNERS

HIGHER EDUCATION FUNDING COUNCIL FOR ENGLAND (HEFCE)



CHIEF EXECUTIVE SIR ALAN LANGLANDS

WHAT WE DO:

Working in partnership, HEFCE promotes and funds high-quality, cost-effective teaching and research, meeting the diverse needs of students, the economy and society. We fund programmes to support the development of higher education, monitor the financial and managerial health of universities and colleges, ensure the quality of teaching is assessed, provide funding to further education colleges for their higher education programmes, and give guidance on good practice.

OUR CUSTOMERS:

HE providers (including HE institutions and FE colleges), Department for Education and Learning in Northern Ireland and HEFCE-related bodies (including JISC, HESA, QAA and HEA). Stakeholders include sector representative bodies (such as Universities UK, Russell Group and Association of Colleges), UK funding bodies, sector unions, and other HE organisations eg UCAS.

NUMBER OF EMPLOYEES: 257

MAIN LOCATIONS: Bristol, London

WEBSITE: hefce.ac.uk

BIS DG: Knowledge & Innovation

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1** In response to higher education funding reforms, we implemented a new method for the distribution of teaching funding in 2012-13 as an interim stage, prior to new funding arrangements for 2013-14.
- 2** We sustained our investment in research across a broad range of fields, while targeting our funding more selectively on the very highest quality research. Research funding allocations for 2012-13 total £1,558 million.
- 3** We funded £150 million for knowledge exchange to help universities and colleges support the economic recovery and growth, and contribute to wider society.

ORGANISATIONAL OBJECTIVES:

Among our 2012/13 objectives are:

- 1** To invest to secure the public interest and policy objectives in a targeted and effective manner.
- 2** To collate and publish the information that ensures public funds are distributed appropriately, students can make informed choices, basic regulatory requirements are met, and policymakers understand risks and opportunities.
- 3** To continue our risk-based approach to assessing and maintaining the sustainability of universities and colleges,

and of higher education in England as a whole.

INITIATIVES FOR 2012/13:

- 1** Following consultation, we will implement a new method for funding teaching from 2013-14 to reflect new fee arrangements, government priorities and any changes to the regulatory framework.
- 2** We will extend and enhance the information available for students, prospective students and others with an interest by launching a new Unistats website.
- 3** We will continue to monitor the financial sustainability of universities and colleges that receive HEFCE and/or student support funding, through our institutional risk process.

SUCCESS INDICATORS IN 2012/13:

- 1** The Unistats website launches in September 2012. Early evaluation shows students are aware of it, have a positive experience using it, and react well to the information.
- 2** No institutions suffer critical financial difficulties that require intervention, that were not previously registered as being at higher risk.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

1, 2, 3

OUR PARTNERS THE INSOLVENCY SERVICE



CHIEF EXECUTIVE DR RICHARD JUDGE (FROM 30 JULY 2012)

WHAT WE DO:

We provide the framework and means for dealing with financial failure in the economy and for dealing with the misconduct that is often associated with it.

To achieve this we:

- Maintain and develop a world-class insolvency law and regulatory framework
- Deliver key public services that support the insolvency framework
- Deliver and promote an effective investigation and enforcement regime
- Ensure an organisation devoted to continuous improvement.

OUR CUSTOMERS:

Individuals and company directors made insolvent by the court; redundant individuals whose companies are unable to pay their severance entitlement following a business failure; Insolvency Practitioners who use our banking facilities for their clients' estates; the wider insolvency and credit management professions.

NUMBER OF EMPLOYEES: 2100

MAIN LOCATIONS: Head Office in London and 35 offices across England, Scotland and Wales.

WEBSITE: bis.gov.uk/insolvency

BIS DG: Markets & Local Growth

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1 We have been at the forefront of efforts to improve international legislative guidance on director duties and liabilities in the pre-insolvency period.
- 2 Held consultations on potential changes to improve access to bankruptcy and company winding up, and to improve access to bank accounts for undischarged bankrupts.
- 3 Ongoing work with representatives of the debt management industry, to address concerns about the best way to ensure vulnerable debtors get the most appropriate advice.

ORGANISATIONAL OBJECTIVES

- 1 Maintain service delivery through the significant change processes facing the organisation.
- 2 Agree a three-year change plan in response to an independent review of our structure and funding.
- 3 Ensure that the personal and corporate insolvency regulatory frameworks strike a balance between the provision of debt relief and the protection of creditors.

INITIATIVES

- 1 Maintain the timeliness of and satisfaction in our service provision.
- 2 Three-year change plan to be agreed by end of September 2012.
- 3 Take forward Ministerial decisions in the light of responses to consultations on:
 - Petition Reform (court involvement in bankruptcy)
 - The provision of bank accounts for bankrupts
 - The repeal of provisions for the early discharge from bankruptcy.

SUCCESS INDICATORS

- 1 Delivery of our Ministerial Targets.
- 2 Three-year change plan to be agreed by end of September 2012.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

OUR PARTNERS THE INTELLECTUAL PROPERTY OFFICE



CHIEF EXECUTIVE JOHN ALTY

WHAT WE DO:

We promote innovation by providing a clear, accessible and widely understood Intellectual Property (IP) system, to enable the economy and society to benefit from knowledge and ideas. We do this by granting rights (Patents, Trade Marks, Designs and Copyright), and developing IP policy and providing advice to businesses.

OUR CUSTOMERS:

Purchasers/users of IPO products and services, from individuals dealing with us just once, to IP professionals transacting with us in their day-job (as agents, representing individuals or businesses). Also press, Ministerial contacts, representative bodies, universities and other Government organisations in the UK and overseas.

NUMBER OF EMPLOYEES: 921 (862 FTE)

MAIN LOCATIONS: Newport with satellite offices in London and Risca

WEBSITE: ipo.gov.uk

BIS DG: Knowledge & Innovation

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

To provide incentives for innovation and entrepreneurship, we:

- Led on development/coordination of Government response to the Hargreaves Review of IP and Growth: "Digital Opportunity".
- Granted the highest level of trade marks for five years and met increased demand for grants of patents, whilst cutting backlogs.
- Worked with BIS to develop the Business Coaching for Growth programme and with the Technology Strategy Board, helped develop an IPR policy for the new Catapult Centres.
- Recommended how to best support the education sector to increase students' thinking on IP.

ORGANISATIONAL OBJECTIVES:

- 1 Ensure the IP system supports growth by leading implementation of IP reform following the Hargreaves Review, including proposals to change copyright law to enable new uses of copyright material and establish an effective small claims track to the Patents County Court to help SMEs enforce their IP rights.

- 2 Aim to agree on a single patent and patent court throughout the EU.

- 3 Contribute to raising the profile of mid-sized businesses and help them grow through understanding how IP can help their business.

INITIATIVES FOR 2012/13:

- 1 Publish independent research on Orphan Works; Private Copying; Codes of Conduct for Collecting Societies; and Parody.

- 2 Work with Ministry of Justice to establish 'small claims track' to the Patent County Court.

- 3 Working through partners, provide training to help SMEs manage their IP and maximise its value.

SUCCESS INDICATORS IN 2012/13:

- 1 Research published to agreed timetable and subject to peer review.

- 2 Small claims check to the Patent County Court operating by Autumn 2012.

- 3 Fund 200 IP audits for businesses to gain this understanding.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

OUR PARTNERS LAND REGISTRY

Land Registry



CHIEF LAND REGISTRAR AND CHIEF EXECUTIVE MALCOLM DAWSON OBE

WHAT WE DO:

To develop and maintain a stable and effective state-backed registration system for land and property in England and Wales, to facilitate the efficient operation of the housing market, and to provide access to up-to-date land information. We also provide, on a commercial basis, additional add-value services relating to land and property data, along with consultancy/advisory and training/education services, including international consultancy.

OUR CUSTOMERS:

Legal professionals, property professionals, financial services professionals, government and other public sector bodies, utilities, citizens.

NUMBER OF EMPLOYEES: 4231 (FTE)

MAIN LOCATIONS: Croydon, Plymouth, Weymouth, Swansea, Birkenhead, Fylde, Durham, Hull, Nottingham, Peterborough, Leicester, Coventry, Telford, Gloucester.

WEBSITE: landregistry.gov.uk

BIS DG: Shareholder Executive

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1 As member of the Public Data Group (PDG) made first releases of free data in January and March 2012.
- 2 Through embedding of new customer strategy and creation of dedicated customer teams, improved productivity, quality and customer satisfaction.

ORGANISATIONAL OBJECTIVES:

- 1 Identify, anticipate and satisfy customer needs by constantly refining and developing products, services and channels.
- 2 Identify and implement opportunities for the development of our people and Land Registry business, to benefit our people, customers and stakeholders.
- 3 Seek to support growth in the UK economy by delivering efficiencies and improvements in public services through collaborating across the Public Data Group and the wider public sector.

INITIATIVES FOR 2012/13:

- 1 Launch an electronic registration service (eDRS) in September 2012.
- 2 Develop a new business strategy to maximise and support economic growth and government data and transparency agendas.
- 3 Prepare an infrastructure investment plan in the light PDG and new Business Strategy by year end.

SUCCESS INDICATORS IN 2012/13:

- 1 Achieve a 96% customer satisfaction target.
- 2 Achieve 50% employee engagement.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

6, 9, 18, 21

OUR PARTNERS LOW PAY COMMISSION (LPC)

Low Pay Commission

CHAIRMAN DAVID NORPGROVE

WHAT WE DO:

Advise the Government on the National Minimum Wage (NMW) and make recommendations for the different rates of the NMW.

OUR CUSTOMERS:

BIS, HM Treasury, DWP, businesses, trades unions and their members and anyone else with an interest in the National Minimum Wage.

NUMBER OF EMPLOYEES: 8

MAIN LOCATION: London

WEBSITE: lowpay.gov.uk

BIS DG: Markets & Local Growth

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1 Successful completion of the annual programme of research, with 11 research reports being published on the LPC's website.
- 2 Completion of an annual programme of visits around the UK for Commissioners and a written consultation exercise, both of which informed Commissioners' deliberations.
- 3 Commissioners' unanimous agreement on recommendations for their 2012 Report and the 2012 Report on the National Minimum Wage being produced on time and on budget, and delivered to the Prime Minister and Secretary of State.

ORGANISATIONAL OBJECTIVES:

- 1 We are undertaking a comprehensive review of the Secretariat's processes to ensure that we are operating as efficiently and effectively as possible.
- 2 We will be aiming to fulfil our remit from the Government and will produce our report on the NMW by the prescribed timetable.

INITIATIVES FOR 2012/13:

- 1 We will be hosting a workshop for stakeholders to discuss how we can gather information on the accommodation offset and how this has impacted on the provision of employer-provided accommodation.
- 2 We will be undertaking a wide-ranging consultation exercise and also undertaking a programme of external research, along with in-house analysis, to increase our understanding of the impact of the NMW to date.

SUCCESS INDICATORS IN 2012/13:

- 1 We will draw up a comprehensive programme of work and risk register, and our Business Plan will identify key milestones. We will report quarterly to the Government on our progress against these milestones.
- 2 We will streamline our interaction with stakeholders to ensure that we target, and meet as appropriate with, those who can help fill any knowledge gap on issues that are specifically in the LPC's remit this year.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

OUR PARTNERS MET OFFICE



CHIEF EXECUTIVE JOHN HIRST

WHAT WE DO:

We provide an extensive range of weather and climate science and services in the UK and around the world. Our top-level objectives are to (1) protect lives, infrastructure and the natural world; (2) enable UK economic growth and international competitiveness; and (3) improve quality of life and well-being, now and in the future.

OUR CUSTOMERS:

UK public, Government and businesses; overseas governments and international corporations.

NUMBER OF EMPLOYEES:

1,842

MAIN LOCATIONS:

Exeter, Aberdeen, London

WEBSITE:

metoffice.gov.uk

BIS DG:

Shareholder Executive and Knowledge & Innovation

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1 We've comfortably exceeded our UK forecasting targets and remain one of the top two National Meteorological Services in the world.
- 2 We initiated the Natural Hazard Partnership, a multi-agency programme with government bodies, science institutes and research councils.
- 3 80% of our science and research had a direct benefit on our products and services, exceeding any other scientific discipline.

ORGANISATIONAL OBJECTIVES:

- 1 Meet the UK's need for information about weather, climate and the impacts, while improving resilience to natural hazards.
- 2 Increase profitable revenue to invest in our science and research and offset charges to the taxpayer.
- 3 Also minimise these costs by improving the efficiency and effectiveness of our structure, culture and processes.
- 4 Seek to support growth in the UK economy by delivering efficiencies and improvements in public services through collaborating across the Public Data Group and the wider public sector.

INITIATIVES FOR 2012/13:

- 1 Our Public Weather Service provides a range of weather information and warnings to inform the UK public's day-to-day decisions.
- 2 Our Climate Service supports the UK and other nations with climate information that's prepared, interpreted and delivered to meet different customers' needs.
- 3 The Environmental Science to Service Partnership looks at how we bring aspects of environmental science into a broader range of products, services and advice for customers.

SUCCESS INDICATORS IN 2012/13:

- 1 Meet or exceed the requirements of the Public Weather Service Customer Group that acts as the customer, on behalf of the public, for Met Office weather services.
- 2 Meet or exceed the key outputs of the Met Office Hadley Centre Climate Programme that delivers world-leading science to the UK Government to guide policymaking and international negotiations.
- 3 Meet or exceed the needs of the defence and security community for weather-related intelligence used in planning and operations.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

1, 2

OUR PARTNERS

NATIONAL MEASUREMENT OFFICE



CHIEF EXECUTIVE

PETER MASON

WHAT WE DO:

Provide policy support to Ministers on measurement issues and a measurement infrastructure which enables innovation and growth, promotes trade and facilitates fair competition and the protection of consumers, health and the environment.

OUR CUSTOMERS:

BIS Ministers (and Defra and DECC in respect of enforcement and utilities metering); users of the National Measurement System, in particular manufacturers of measuring instruments; the Trading Standards community; and anyone concerned with the protection of consumers, health and the environment.

NUMBER OF EMPLOYEES: 69

MAIN LOCATION: Teddington

WEBSITE: bis.gov.uk/nmo

BIS DG: Knowledge & Innovation

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1 Published a new National Measurement System strategy.
- 2 Deregulation of Weights and Measures legislation covering specified quantities for unwrapped bread and intoxicating liquor, giving bakers and licensees more freedom to innovate and consumers a greater choice of sizes.
- 3 Successful outcome on proposal to abolish leap seconds - decision deferred until at least 2015.

ORGANISATIONAL OBJECTIVES:

- 1 Increase economic growth, innovation and social impact through a world class scientific measurement infrastructure.
- 2 Promote competition and fair trading by providing a modern legal metrology regime.
- 3 Protect the interests of the public, business and the environment by enforcing relevant legislation.

INITIATIVES FOR 2012/13:

- 1 Evidence of the National Measurement System's

economic impact through economic studies and analysis, including a framework for collecting and recording output and outcome metrics on a value scorecard.

- 2 Ensure the project to put in place arrangements for the post-2014 operation of the National Physical Laboratory is on track.
- 3 Support DEFRA and the establishment of an operational market surveillance authority for the EU Timber Regulations.

SUCCESS INDICATORS IN 2012/13:

- 1 Improve the performance of the National Measurement System programmes as measured by the value scorecard.
- 2 Amend the Hallmarking Act to permit UK assay offices to operate overseas by October 2012.
- 3 Generate a positive 3:1 net contribution of the NMO Enforcement Authority to consumers, the environment and the low carbon economy.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

1, 2, 4, 6, 7, 8, 13, 16, 18, 19, 21

OUR PARTNERS OFFICE FOR FAIR ACCESS



CHIEF EXECUTIVE SIR MARTIN HARRIS

WHAT WE DO:

We safeguard and promote fair access to higher education for people from groups currently under-represented in universities and colleges, principally through the approval and monitoring of 'access agreements' with all English universities and colleges that charge higher tuition fees.

OUR CUSTOMERS:

Universities and colleges in England (we do not have a direct relationship with under-represented students)

NUMBER OF EMPLOYEES: 11

MAIN LOCATION: Bristol

WEBSITE: offa.org.uk

BIS DG: Knowledge & Innovation

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1** We helped implement the new 2012-13 fee and financial support arrangements, successfully negotiating strong access agreements.
- 2** Following significant changes to student number controls, we enabled universities and colleges to revise their 2012-13 access agreements, working closely with UCAS to ensure students were fully informed of changes to institutional financial support and could change their choices.
- 3** We successfully encouraged HEIs to focus greater resources on outreach programmes - a 92% increase by 2015-16.

ORGANISATIONAL OBJECTIVES:

- 1** To receive and negotiate on 2013-14 access agreements.
- 2** To monitor institutions' performance against their 2010-11 access agreements and publish the outcomes in the summer.
- 3** To work with HEFCE to develop a shared strategy for access and student success.

INITIATIVES FOR 2012/13:

- 1** Issue guidance to institutions on how to draw up an access agreement for 2012-13 – including for part-time students, who now fall under our remit.
- 2** Analyse and understand the impact of the new fee and financial support arrangements.

SUCCESS INDICATORS IN 2012/13:

- 1** A decision on all 2013-14 access agreements is made by the end of July.
- 2** We publish the outcomes of our monitoring of 2010-11 access agreements in the summer.
- 3** We make good progress on developing a shared strategy for access and student success with HEFCE and associated analytical work plan.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

OUR PARTNERS

THE OFFICE OF FAIR TRADING



CHIEF EXECUTIVE

JOHN FINGLETON

WHAT WE DO:

The OFT's mission is to make markets work well for consumers. Markets work well when businesses are in open, fair and vigorous competition with each other for the consumer's custom.

OUR CUSTOMERS:

We work for the benefit of all UK consumers. We estimate that our work has saved consumers at least £326 million over the last three years, around seven times OFT's costs.

We work in partnership with, amongst others, local Trading Standards Services, the Financial Services Authority, and the Competition Commission and other government departments including BIS and HM Treasury.

NUMBER OF EMPLOYEES: Around 500

MAIN LOCATION: London

WEBSITE: oft.gov.uk

BIS DG: Markets & Local Growth

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1** Delivering high-impact enforcement of competition and consumer law eg £10.2 million fine of Reckitt Benckiser for abusing its dominant position in the NHS market for heartburn medicines; High Court judgment against using unfair terms and practices in gym contracts.
- 2** Investigating markets that appear not to meet consumers needs, and developing solutions, eg referring aggregates and statutory audit services markets to the Competition Commission; work on off-grid energy, organic waste and mobility aids sectors.
- 3** Protecting the public in the consumer credit sector – running an effective and efficient licensing system, and taking strong action against unfair/misleading practices in the debt management and payday lending sectors.

ORGANISATIONAL OBJECTIVES:

- 1** High impact enforcement to achieve compliance with competition, credit and consumer law.
- 2** Influencing, changing behaviour in markets through advocacy and guidance, and taking action using non-enforcement tools.

- 3** Building organisational delivery and capability.

INITIATIVES FOR 2012/13:

Our priority areas are:

- Vulnerable consumers and those challenged by the adverse economic climate
- Pricing used as a barrier to fair choice
- Improving trust in online markets
- Intellectual property and high-innovation markets
- Public markets.

SUCCESS INDICATORS IN 2012/13:

These include:

- 1** Estimated direct savings to consumers from our work and associated benefit-to-cost ratio.
- 2** At least one independently-audited in-depth evaluation of an OFT market intervention.
- 3** Statistics on the OFT's enforcement and non-enforcement activities, and on direct settlement, third party interventions and undertakings in lieu.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

15, 17, 18

OUR PARTNERS

ORDNANCE SURVEY

CHIEF EXECUTIVE

VANESSA LAWRENCE CB

WHAT WE DO:

Ordnance Survey is Great Britain's national mapping agency, providing the most accurate and up-to-date geographic data, relied on by government, business and individuals. By maintaining and enhancing one of the world's most detailed geographic referencing frameworks, our data is at the heart of policy making and allows for better exchange of data between citizens and government.

Our vision is that Ordnance Survey, working with our partners, is the content provider of choice for location-based information in the new information economy.

OUR CUSTOMERS:

Government - central and local government, town and parish councils, health, emergency services
Commercial sectors – land and property, financial services, energy and infrastructure, leisure
Innovation – developers, community groups and all citizens

NUMBER OF EMPLOYEES: 1020

MAIN LOCATION: Southampton

WEBSITE: ordnancesurvey.co.uk

BIS DG: Shareholder Executive

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1 Year 1 of the Public Sector Mapping Agreement, allowing public bodies to access geographic data, realised c.£18 m in savings and has 2,300+ members.
- 2 Our joint venture with the Local Government Association and GeoPlace LLP, brought collaborative benefits. The new National Address Gazetteer Database has delivered efficiency gains and enabled improved service delivery.
- 3 We migrated 300+ partners to our new pricing/licensing model, allowing greater access to our products/datasets under a simplified structure.
- 4 We have continued to develop open data and innovation initiatives. Our free data portal, OS OpenData, is used by businesses, developers and individuals to underpin applications, services and products.

ORGANISATIONAL OBJECTIVES:

- 1 Deliver new processes/systems to enhance our data content to support new product/service development, meet customer demands and ensure our geospatial database continues to be the world's most accurate and up to date.
- 2 Support government priorities by cross-government collaboration, particularly PDG members. Explore commercial

opportunities, drive efficiencies, add value.

- 3 Explore global opportunities for geographic information services.

INITIATIVES FOR 2012/13:

- 1 Implement a new geospatial content improvement programme to enhance the GB master map database.
- 2 Continue to develop open data initiatives so our data is used by businesses, government and individuals to deliver efficiencies and support innovation.
- 3 Establish new collaborations to create new overseas opportunities and subsequent UK economic benefits.

SUCCESS INDICATORS IN 2012/13:

- 1 Increased customer satisfaction results.
- 2 Our data being used in new commercial markets, resulting in new revenue streams/opportunities for collaborative partnerships.
- 3 Understand commercial opportunities from overseas consultancy.
- 4 Continue to grow both the OS OpenData and the PSMA arrangements so all users can access data to drive efficiencies, deliver public services and support innovation and growth.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

OUR PARTNERS RESEARCH COUNCILS UK



CHAIRMAN PROFESSOR RICK RYLANCE

WHAT WE DO:

We are the strategic partnership of the UK's seven Research Councils who annually invest c. £3 billion in research. Working in partnership is essential to maximising UK research investment. Together the Research Councils support excellent research that supports the growth, prosperity and wellbeing of the UK. To maintain the UK's global research position, we offer a diverse range of funding opportunities, foster international collaborations and provide access to the best facilities and infrastructure around the world.

OUR CUSTOMERS:

All sectors of the economy, including public, private and third sectors which rely on research. This includes: government, business, industry, universities and independent research organisations, charities and voluntary organisations, schools and other general public audiences.

NUMBER OF EMPLOYEES: 26

MAIN LOCATION: Swindon

WEBSITE: rcuk.ac.uk

BIS DG: Knowledge & Innovation

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

1 The Research Councils, together as RCUK, are implementing efficiency savings in research funding and capital utilisation whilst ensuring the sustainability of the research base. Councils are on target to achieve around £30 million of savings in 2011/12 and around £428 million of savings across the spending review period.

2 *Big Ideas for the Future* was launched in June 2011 to raise awareness of the range of research in UK universities and its contribution to growth, prosperity and wellbeing. Extensive media coverage was achieved, in a hard-to-reach audience segment.

ORGANISATIONAL OBJECTIVES:

1 Working across discipline boundaries and using a variety of approaches, often in areas of complexity, to fund excellent research that addresses UK societal and economic challenges.

2 Develop and coordinate a long-term vision for RCUK investment in research facilities and infrastructure, so the UK has the best resources to support growth and wellbeing.

3 Strengthening strategic engagement with HEIs, other research organisations and the Funding Councils to meet

changing circumstances.

4 Engaging Key Stakeholders. We want to advance the rate of innovation from our investments by developing relationships that identify and address the future needs of users of research.

INITIATIVES FOR 2012/13:

1 In autumn 2012, we publish the new Capital Investment Roadmap, to identify opportunities for strategic capital investment for the UK research community, and explain the benefits of a world-class UK research base.

2 Develop a new RCUK open access policy for publications.

3 In liaison with Defence Science and Technology Laboratory (DSTL), the Research Councils will participate in MOD capability mapping across academia, and in-house within relevant MOD agencies.

SUCCESS INDICATORS IN 2012/13:

1 Capital Investment Roadmap published with significant input from the research community.

2 New Open Access policy developed and implemented by all Research Councils.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

1, 2, 4, 5, 6, 8, 9, 11, 12, 20, 21

DETAILS FOR INDIVIDUAL RESEARCH COUNCILS CAN BE FOUND IN SUBSEQUENT PAGES

OUR PARTNERS

ARTS AND HUMANITIES RESEARCH COUNCIL (AHRC)



Arts & Humanities
Research Council

CHIEF EXECUTIVE PROFESSOR RICK RYLANCE

WHAT WE DO:

Promote and support high-quality research and postgraduate training in the arts and humanities, including the exploitation of research outcomes and research relating to the UK's cultural heritage.

Provide skilled researchers who contribute to the UK's economic competitiveness, to the effectiveness of public services and policy, and who enhance the quality of life and creative output of the nation.

OUR CUSTOMERS:

We work with Higher Education institutions and independent research organisations, with other UK research funders, including the UK Funding Councils, international funders and partner organisations in the public and private sector in the UK and abroad.

NUMBER OF EMPLOYEES: 80

MAIN LOCATION: Swindon

WEBSITE: ahrc.ac.uk

BIS DG: Knowledge & Innovation

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1** We established four research themes in 2011-12; Digital Transformations; Care for the Future; Translating Cultures and Science in Culture.
- 2** We developed a network of Knowledge Exchange Hubs for the Creative Economy, building new partnerships and entrepreneurial capacity and increasing the number of arts and humanities researchers in research-based knowledge exchange.
- 3** We developed a new funding model for postgraduate study to support UK capability.

ORGANISATIONAL OBJECTIVES:

- 1** Establish and lead a new Centre for Copyright and New Business Models in the Creative Economy, with the Engineering and Physical Sciences Research Council and the Economic and Social Sciences Research Council.
- 2** Develop partnerships with private sector enterprises to co-fund research, co-produce knowledge and increase opportunities for academic researchers to work with the private sector.

INITIATIVES FOR 2012/13:

Identify existing key partnerships between the AHRC-funded researchers and the private sector.
Review the capability for further partnership building.

SUCCESS INDICATORS IN 2012/13:

Through the Knowledge Exchange hubs for the Creative Economy, and by other means, we have set a target of establishing 30 sustainable partnerships with significant private sector enterprises over the spending period.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

1, 2, 3

OUR PARTNERS

BIOTECHNOLOGY AND BIOLOGICAL SCIENCES RESEARCH COUNCIL



CHIEF EXECUTIVE PROFESSOR DOUGLAS KELL

WHAT WE DO:

We invest in world-class bioscience research and training. Our aim is to further scientific knowledge, to promote economic growth, wealth and job creation and to improve quality of life in the UK and beyond. We invest in the best ideas and people in bioscience in UK universities and strategically funded institutes.

OUR CUSTOMERS:

UK researchers in institutes and universities;
Research end-users including business, policymakers and NGOs in sectors including agriculture, food, renewables, industrial biotechnology, healthcare and pharmaceuticals.

NUMBER OF EMPLOYEES: 223

MAIN LOCATION: Swindon

WEBSITE: bbsrc.ac.uk

BIS DG: Knowledge & Innovation

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1** The £100m+ new laboratory development at the Institute for Animal Health, Pirbright, has been 'topped out'. The lab will be a world-leading research facility, a unique national capability and part of a campus supporting collaboration and innovation.
- 2** Following new funding in March 2011, we have made rapid progress to develop our National Research and Innovation Campuses at the Babraham Research Campus near Cambridge, and the Norwich Research Park.
- 3** More than £60 million has been invested in bioscience skills and training through new BBSRC Doctoral Training Partnerships. Over the next three years, they will support 660 PhD students and provide highly skilled scientists for academia, policy and industry.

ORGANISATIONAL OBJECTIVES:

- 1** Maintaining a sustainable world-class bioscience research base in the UK.
- 2** Helping to underpin the bioeconomy, delivering bioscience to meet major social and economic

challenges in food security, developing a low-carbon economy and supporting lifelong health.

- 3** Maximising the social and economic impact of our science and the skilled people we fund.

INITIATIVES FOR 2012/13:

- 1** Strategic funding for research and national facilities to research institutes.
- 2** A new scheme to enable researchers to switch flexibly between disciplines or from academia to industry.
- 3** Work through the Global Food Security programme to increase coordination of food-related research and to drive public engagement in the food security challenge.

SUCCESS INDICATORS IN 2012/13:

- 1** UK bioscience continues to lead the world in citation impact analysis and through research impact per unit spend.
- 2** Increase interaction between research users and the bioscience research base.
- 3** Continuing development and progress of the BBSRC National Research and Innovation Campuses.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

1, 2, 4, 8

OUR PARTNERS

ECONOMIC AND SOCIAL RESEARCH COUNCIL (ESRC)



CHIEF EXECUTIVE PROFESSOR PAUL BOYLE

WHAT WE DO:

We are the UK's largest organisation for funding research on economic and social issues. We support independent, high-quality research which has an impact on business, the public sector and the third sector. At any one time we support more than 4,000 researchers and postgraduate students in academic institutions and independent research institutes.

Our role is to:

- Promote and support high-quality basic, strategic and applied research and related postgraduate training in the social sciences
- Advance knowledge and provide trained social scientists who meet the needs of users and beneficiaries, contributing to UK economic competitiveness, effectiveness of public services and policy, and quality of life
- Give advice and share knowledge, promote public understanding of the social sciences.

We have three strategic priorities: economic performance and sustainable growth, influencing behaviour and informing interventions and a vibrant and fair society.

OUR CUSTOMERS:

The social science academic community, public, private and third sector organisations.

NUMBER OF EMPLOYEES: 130

MAIN LOCATION: Swindon

WEBSITE: esrc.ac.uk

BIS DG: Knowledge & Innovation

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1 Investing in the UK data infrastructure: we managed the Birth Cohort Study and launched the Secondary Data Analysis Initiative.
- 2 Concentrating our funding PhD study in the best centres: we supported more than 600 new postgraduate students through our national network of 21 Doctoral Training Centres.
- 3 Running the ESRC Festival of Social Science: around 17,500 people took part in more than 131 events across the UK.

ORGANISATIONAL OBJECTIVES:

- 1 To fund, co-fund, and maximise the impact of excellent social science research that addresses key questions within our three strategic priorities.
- 2 To protect our core investment in the UK data infrastructure, including promoting widespread exploitation and impact of these research resources.
- 3 To expand our collaborative activities with the private sector and increase the overall proportion of our co-investment with business.

INITIATIVES FOR 2012/13:

- 1 Commission an Enterprise Research Centre in partnership with BIS and the British Banking Association, to develop a research evidence base on the factors affecting business investment, performance and growth.
- 2 Partner with the Department of Health to invest in a £13 million initiative on dementia, including research on prevention, public awareness and develop/deliver interventions to slow cognitive decline.
- 3 £27 million investment in the ESRC/DFID joint initiative on Poverty Alleviation Research, to fund world-class research on issues relating to economic development and quality of life in less developed countries with potential to impact on poverty reduction policy and practice.

SUCCESS INDICATORS IN 2012/13:

Success will be measured by the commissioning of high-quality research, infrastructure and training investments. We evaluate quality and impact across the range of our investments, overseen by a committee of experts.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

1, 2, 3, 4, 9, 20, 21

OUR PARTNERS

ENGINEERING AND PHYSICAL SCIENCES RESEARCH COUNCIL



CHIEF EXECUTIVE PROFESSOR DAVID DELPY

WHAT WE DO:

We invest in a portfolio of excellent research and postgraduate skills for UK economic growth, wealth and wellbeing.

OUR CUSTOMERS:

All sectors of the economy which rely on STEM subjects (i.e. engineering, mathematics and the physical sciences) for growth and public benefit; government departments to deliver their objectives and develop policy, supplied by universities and academic researchers.

NUMBER OF EMPLOYEES: 238

MAIN LOCATION: Swindon

WEBSITE: epsrc.ac.uk

BIS DG: Knowledge & Innovation

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1 Input to Round 2 growth review from outcomes of past investments.
- 2 Procter & Gamble award for Global Public Sector Partner of Choice for strategic relationship linking the company to UK academic research.
- 3 Nine EPSRC Centres of Innovative Manufacturing launched, providing world-class knowledge and skills to business to help in innovation.

ORGANISATIONAL OBJECTIVES:

- 1 We will develop a more focused sponsor role for our larger investments and centres to fulfil our role in the innovation landscape.
- 2 We will be investing for the future, taking national importance as a secondary criterion to research excellence in peer review so we invest in the best and most relevant portfolio. In this way, our research will better contribute to innovation, policy development and to many challenges/opportunities facing the UK eg climate change, ageing population, etc.

INITIATIVES IN 2011/12:

- 1 Develop a web platform so companies and other users of research can interrogate our research portfolio and identify/access existing knowledge and expertise.
- 2 Major competition to refocus our Centres of Doctoral Training to better provide the high-level skills necessary for UK business and universities to remain globally competitive.
- 3 Invest £100 million+ in research to stimulate innovation in the manufacturing sector.

SUCCESS INDICATORS IN 2011/12:

- 1 Researchers identify appropriate national importance in their bids for research as normal business.
- 2 Researchers identify suitable pathways to impact from their research, so increasing the delivery of research benefits.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

- 1, 2, 4, 5, 6, 7, 8, 9, 11, 12, 20, 21

OUR PARTNERS

MEDICAL RESEARCH COUNCIL (MRC)



CHIEF EXECUTIVE PROFESSOR SIR JOHN SAVILL

WHAT WE DO:

The heart of the MRC's mission is to improve human health through world-class medical research. We support research across the biomedical spectrum, from fundamental lab-based science to clinical trials, and in all major disease areas. We work closely with a range of stakeholders to deliver our mission, and give a high priority to research that is likely to make a real difference to clinical practice and the health of the population.

OUR CUSTOMERS:

The MRC supports research in universities, hospitals and other research organisations and also within our own research units and institutes. We work with a wide range of other stakeholders to jointly fund research and to sustain a robust environment for world-class medical research. They include the UK Health Departments, other government departments and agencies, the six other UK research councils, the Technology Strategy Board and other organisations across the industry, academic and charity sectors.

NUMBER OF EMPLOYEES: 4,488, including 1,161 locally employed staff overseas

MAIN LOCATIONS: Swindon and London

WEBSITE: mrc.ac.uk

BIS DG: Knowledge & Innovation

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1** In April 2011 the MRC established an innovative partnership with three London universities (Imperial College, Kings College and UCL). The resulting independent company (Imanova) now owns and manages the Clinical Imaging Centre (CIC) at Imperial College's Hammersmith Hospital campus. The CIC will be operated as a leading centre for imaging research and training.
- 2** Construction began on the Francis Crick Institute – the UK's exciting new world-leading centre for biomedical research. In 2011, King's College London and Imperial College joined existing partners the MRC, UCL, Cancer Research UK and the Wellcome Trust.

ORGANISATIONAL OBJECTIVES:

- 1** The MRC and the Technology Strategy Board will work to deliver the £180 million Biomedical Catalyst fund investments, announced as a key part of the Government's Life Science Strategy.
- 2** The MRC will continue to lead the cross-research council Lifelong Health and Wellbeing (LLHW) programme which is a high priority for maintained investment and is core to our ageing research strategy.

INITIATIVES FOR 2012/13:

- 1** The MRC will work with stakeholders under the auspices of the cross-council LLHW initiative to implement the recently published Strategy for Collaborative Ageing Research in the UK.
- 2** The new building for the MRC Laboratory of Molecular Biology will be complete in 2012, providing modern infrastructure to maintain the LMB's leading role in supporting innovation and translation of fundamental research discoveries into new technologies.

SUCCESS INDICATORS IN 2012/13:

- 1** The MRC will undertake an interim evaluation of the National Preventive Research Initiative, working with the 16 funding partners to inform the future direction of the Initiative.
- 2** The MRC will conduct a programme stock-take in relation to the MRC and ESRC addiction strategy. We will highlight information about changes in research spending in this area, progress in developing new interventions, interactions with industry and evidence of influencing policy.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

1, 2 ,3

OUR PARTNERS

NATURAL ENVIRONMENT RESEARCH COUNCIL



CHIEF EXECUTIVE PROFESSOR DUNCAN WINGHAM

WHAT WE DO:

We gather and apply knowledge, create understanding and predict the behaviour of the natural environment and its resources, and communicate all aspects of our work. We do this by delivering independent research, survey, training and knowledge exchange in the environmental sciences, within our own research centres and HEIs, to advance our knowledge of the Earth as a complex, interacting system. This covers atmospheric, earth, biological, terrestrial and aquatic sciences. Funding national capability which enables the UK to deliver world-leading environmental science, support national strategic needs, and respond to emergencies.

OUR CUSTOMERS:

Government departments, including BIS, Defra, DECC, DfID, FCO
Public sector eg Environment Agency, Met Office, HEIs
Private sector eg water, energy, financial services, mining sectors,
environmental consultancies
International eg governments, World Bank, disaster response
agencies

NUMBER OF EMPLOYEES: 2500

MAIN LOCATIONS: Swindon plus more than 40 other UK locations

WEBSITE: nerc.ac.uk

BIS DG: Knowledge & Innovation

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1** Providing government with evidence on all aspects of shale gas extraction.
- 2** NERC's catastrophe weather modelling is being used by insurance companies to assess and manage insurance risk.
- 3** We funded a research programme resulting in a new technology for more accurate and efficient oil and gas prospecting. From this a spin-out company is now selling services to the oil and gas industry.
- 4** Our research led to the development and commercialisation of new technologies Hydraclam, Chloroclamp and Gasclam to enable remote, continuous monitoring of water quality and ground gas levels. All UK water service providers now use Hydraclam, and all major water companies use Hydraclam and Chloroclamp networks.

ORGANISATIONAL OBJECTIVES:

- 1** Increase the share of NERC's budget allocated to top-priority strategic research programmes that address

critical environmental issues for the UK economy and society.

- 2** Focus Knowledge Exchange support so that NERC research informs environmental business sectors with near-term growth potential and on emerging new markets.

INITIATIVES FOR 2012/13:

- 1** Support new research programmes in the cross-research council priority areas of Living With Environmental Change, Energy and Global Food Security.
- 2** Create an ambitious new impact initiative with business and BBSRC in the agri-food sector.

SUCCESS INDICATORS IN 2012/13:

- 1** 2012/13 Research Programme spend target: £55 million.
- 2** 15% increase in the number of businesses engaged in collaborative research and Knowledge Exchange.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

1, 2

OUR PARTNERS

SCIENCE AND TECHNOLOGY FACILITIES COUNCIL



Science & Technology
Facilities Council

CHIEF EXECUTIVE PROFESSOR JOHN WOMERSLEY

WHAT WE DO:

We keep the UK at the forefront of international science and tackle some of the most significant challenges facing society, such as meeting our future energy needs, monitoring and understanding climate change, and global security. We share our expertise in a wide range of sciences and technologies with academia and industry. We operate or host world-class experimental facilities in the UK and enable access for UK researchers to leading international science facilities.

OUR CUSTOMERS:

Universities and other academic organisations; Government; Industry partners; Standards organisations (eg ISO and W3C); UK Research Councils.

NUMBER OF EMPLOYEES: 1500

MAIN LOCATIONS: Swindon; Rutherford Appleton Laboratory, Harwell Oxford; Daresbury Laboratory, Warrington; UK Astronomy Technology Centre, Edinburgh

WEBSITE: stfc.ac.uk

BIS DG: Knowledge & Innovation

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1 Operated the UK large national facilities to ensure their continued world leading status.
- 2 Helped develop new products and applications arising from fundamental research; worked closely with TSB to develop a space catapult centre and run clinics.
- 3 Developed and sustained UK leadership and international competitiveness of our funded programmes. The UK won the competition to host the Square Kilometre Array radio telescope international project office.

ORGANISATIONAL OBJECTIVES:

- Support the growth of a high technology UK economy by:
- 1 Sustaining the UK's position as one of the world's leading research nations.
 - 2 Delivering the necessary scientific and technically skilled workforce.
 - 3 Realising the innovative capacity of STFC's science and research facilities.

INITIATIVES FOR 2012/13:

- 1 Sustain the vitality of our research portfolio by reviewing our programme priorities.
- 2 Develop a Campus Centres of Expertise programme to stimulate industrial partnership and innovation output, using new £20m start-up funding.
- 3 Increase STFC's contribution to the provision of technology and innovation skills training on, and in support of, the Campuses.

SUCCESS INDICATORS IN 2012/13:

- 1 Sustain the UK's global research ranking as measured by an annual assessment of UK research performance.
- 2 Increase innovation from our funded activities, measured by an innovation index.
- 3 Increase our contribution to providing relevant high-tech skills for the UK economy, measured by student career choices and how our training meets industrial and academic needs.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

1, 2

OUR PARTNERS SKILLS FUNDING AGENCY

**Skills
Funding
Agency**

CHIEF EXECUTIVE KIM THORNEYWORK

WHAT WE DO:

The Skills Funding Agency helps make skills work for England. It funds and promotes Further Education and skills training in England. The sector comprises 220+ Further Education Colleges, some 900 independent training providers and around 2,500 organisations with which colleges and providers sub-contract. It funds and supports the sector's crucial mission of delivering the education and skills needed by adult learners, employers and the wider community.

OUR CUSTOMERS:

Learners, colleges, training organisations, employers and local stakeholders.

NUMBER OF EMPLOYEES: 895 Agency employees (excluding National Apprenticeship Service staff)

MAIN LOCATIONS: London and Coventry

WEBSITE: skillsfundingagency.bis.gov.uk

BIS DG: Business & Skills & Legal

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1 Significant progress in increasing provider freedoms and flexibilities by establishing a single Adult Skills Budget. This substantially simplified the skills funding landscape by altering funding rates, payment profiles and giving greater guidance for providers.
- 2 Built and launched the National Careers Service, ensuring that learners can make informed choices through high quality information and guidance.
- 3 A pivotal role in the success of WorldSkills 2011 in London.

ORGANISATIONAL OBJECTIVES:

- 1 Promote the outcomes that skills bring to individuals, businesses and communities, while rebalancing the investment by each to better reflect the benefits they accrue.
- 2 Implement a simplified, robust and self-sustaining funding system to enable the FE and skills sector to be accountable to local and employer communities and to respond to current and future skills demands.
- 3 Fund and monitor the skills system, ensure it is cost-effective and responsive, and support increased capability.

INITIATIVES FOR 2012/13:

- 1 Ensure customers are well-informed by the National Careers Service.
- 2 Work with partners to deliver a new loans system from 2013 to enable students to invest in learning at Level 3 and above.
- 3 Further simplify our funding approach to significantly reduce FE sector bureaucracy. Transition to this by shadow operation in 2012/13.

SUCCESS INDICATORS IN 2012/13:

- 1 Effective allocation/management of our budget to within a one percent tolerance.
- 2 Further simplification of the funding and performance management system.
- 3 Support provided for improvement of sector efficiency.
- 4 Greater use of accredited testing and certification in support of co-regulation and earned recognition to help transform regulatory enforcement.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

OUR PARTNERS STUDENT LOANS COMPANY



CHIEF EXECUTIVE ED LESTER

WHAT WE DO:

We provide loans and non-repayable grants for living costs and studying expenses for students at colleges and universities throughout the UK and tuition fee loans directly to HEIs. We manage the Higher Education Bursary and Scholarship Scheme (HEBSS) allowing students to apply for and receive bursaries alongside their statutory support entitlement. In addition, we offer a Higher Education Management Information Service to HEIs. We jointly administer, with HMRC, the collection of repayments from customers no longer in higher education, and collect repayments on 'mortgage style' loans issued before 1998. Currently we have 1.3 million student customers and 3.8 million customers in repayment.

OUR CUSTOMERS:

Students, graduates, universities, governments in the four home nations

NUMBER OF EMPLOYEES: 2000

MAIN LOCATIONS: Glasgow, Darlington, Colwyn Bay

WEBSITE: slc.co.uk

BIS DG: Knowledge & Innovation

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1 We received and processed 1.1 million applications, an increase of more than 40%, for academic year 2011/12 (the first year SLC had responsibility for all England-domiciled students).
- 2 We successfully introduced, with HMRC, a system to verify household income automatically, reducing the need to submit proof of earnings. We also simplified and quickened the loan re-application process with a new automated rollover system.
- 3 We improved our contact service so that, at our busiest times, we answered more than 92 per cent of calls.

ORGANISATIONAL OBJECTIVES:

- 1 Deliver cost-effective services that meet the needs of our customers.
- 2 Support government administrations' wider objectives in developing sustainable student finance delivery arrangements for the future.
- 3 Develop and improve our delivery capability.

INITIATIVES FOR 2012/13:

- 1 SLC faces increasingly complex and different requirements from the four UK government administrations and needs to develop the organisational flexibility to respond to the various demands and priorities as they emerge.
- 2 For BIS, we will focus on delivering the Higher and Further Education funding reforms, develop working relationships with HEFCE and UCAS, and support Government work on student loan book monetisation.

SUCCESS INDICATOR IN 2012/13:

Delivering the priorities and objectives for our customers and shareholders, managing and mitigating risks while investing in our organisational capability to meet and respond flexibly to the changing needs of the four UK government administrations.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

3, 4

OUR PARTNERS TECHNOLOGY STRATEGY BOARD

CHIEF EXECUTIVE IAIN GRAY

WHAT WE DO:

As the UK's innovation agency, we accelerate economic growth by stimulating and supporting business-led innovation. Working with a wide range of partners we bring together business, research and the public sector to move ideas more rapidly from concept towards commercialisation – supporting and accelerating the development of innovative products and services to tackle societal challenges, meet the needs of future markets and build the economy of tomorrow.

OUR CUSTOMERS:

- First and foremost, business – high-growth potential and technology-enabled businesses, from large to micro, in priority growth sectors
- Also the research community – those who are the source of much of the knowledge, expertise and new ideas vital to the innovation process
- And the public sector – such as government departments who need innovative solutions to their needs and can use Technology Strategy Board programmes to work with business on those solutions.

NUMBER OF EMPLOYEES: 185

MAIN LOCATION: Swindon

WEBSITE: innovateuk.org

BIS DG: Knowledge & Innovation

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1 Invested around £300m in business-led innovation. We now engage 4,000+ businesses in direct funding and 100+ research base partners.
- 2 Launched the Smart scheme providing finance to help SMEs develop new products and services; highly popular and greatly oversubscribed.
- 3 Grew a networked innovation community, bringing in more high potential businesses and innovators, in particular through Innovate '11 event with around 2,500 participants from high-growth potential businesses, partners/collaborators.
- 4 Established the Catapults programme – seven new centres to accelerate innovation, giving business access to knowledge and facilities in defined areas of technology or technology application, and helping them move rapidly towards commercialisation.

ORGANISATIONAL OBJECTIVES:

- 1 Accelerating the journey from concept to commercialisation.
- 2 Connecting the innovation infrastructure.
- 3 Turning government action into business opportunity.
- 4 Investing in priority theme areas based on potential.

INITIATIVES FOR 2012/13:

- 1 Establish the network of seven Catapult centres.
- 2 Deliver c.60 R&D and innovation competitions to support business-led projects with strong growth potential in our priority areas.
- 3 Enhance support for high-growth potential SMEs, extending the reach of programmes which help de-risk innovation for smaller businesses; link with providers such as the Growth Accelerator to provide joined-up support.
- 4 Develop our networking strategy and information links to engage with more businesses; join up the support landscape from research base to private investors, and make cross-disciplinary business connections to grow new value chains as routes to growth.

SUCCESS INDICATORS IN 2012/13:

- 1 Develop the seven Catapults and agree operational plans.
- 2 Launch new SME-targeted programmes; raise awareness and engage more SMEs in innovation programmes.
- 3 Deliver c.60 innovation competitions, including continued impact evaluation, in our priority areas.
- 4 Refresh, secure community agreement and publish strategies in eight priority growth areas.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

2 (with contributions to 5, 6, 7, 8)

OUR PARTNERS

UK EXPORT FINANCE [formally Export Credits Guarantee Department]



CHIEF EXECUTIVE PATRICK CRAWFORD

WHAT WE DO:

- Our principal services are:
- Insuring UK exporters against non-payment by their overseas buyers
 - Guaranteeing bank loans to finance the export of goods and/or services to overseas buyers
 - Sharing credit risks with banks in order to assist exporters in the raising of tender and contract bonds, in accessing pre- and post-shipment working capital finance and in securing confirmations of letters of credit insuring UK investors in overseas markets against political risks.

OUR CUSTOMERS:

Exporters, banks, investors

NUMBER OF EMPLOYEES: 186

MAIN LOCATION: London

WEBSITE: ukexportfinance.gov.uk

BIS DG: UK Trade & Investment

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1 Supported £2-3 billion in each of the last three years (up from £1.46 billion in 2008-09).
- 2 Introduced new products (Bond Support Scheme, Export Working Capital Scheme, FX Credit Support Scheme and revamped Export Insurance Policy) to meet the gaps in private market provision.
- 3 Broadened our business domain so we can support most exports that need it.

ORGANISATIONAL OBJECTIVES:

- 1 Raising awareness of our new short-term products amongst smaller exporters.
- 2 Working with banks to identify measures to alleviate funding constraints on medium- and long-term export credit loans.
- 3 Supporting UK exporters do business overseas, ensuring support is consistent with its statute, international agreements and government policy.

INITIATIVES FOR 2012/13:

- 1 Deliver an enhanced package of support to help SMEs with an ambition to break into overseas markets.
- 2 Work with UKTI to identify high-value opportunities and help UK exporters to take advantage of them by providing innovative financing solutions.

SUCCESS INDICATORS IN 2012/13:

- 1 Volume of business underwritten.
- 2 Volume of enquiries, particularly in relation to new products.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

3, 4, 5

OUR PARTNERS

UK ATOMIC ENERGY AUTHORITY



United
Kingdom
Atomic
Energy
Authority

CHIEF EXECUTIVE

PROFESSOR STEVE COWLEY

WHAT WE DO:

Position the UK as a leader in a future, sustainable energy economy by advancing fusion science and technology and related technologies to the point of commercialisation. We manage the UK's magnetic confinement fusion research programme at the Culham Centre for Fusion Energy, and operate JET on behalf of the European Union. Our outreach programme to industry, the public and schools encourages participation and understanding of fusion and science in general.

OUR CUSTOMERS:

EPSRC (UK fusion programme), European Commission (JET); ITER; European Domestic Agency; UK and European industry on fusion and advanced fission related work.

NUMBER OF EMPLOYEES: Approx. 550 plus c.350 agency staff

MAIN LOCATIONS: Culham Centre for Fusion Energy (CCFE), Culham Science Centre, Abingdon, Oxfordshire

WEBSITE: uk-atomic-energy.org.uk (corporate) and ccfe.ac.uk (fusion research)

BIS DG: Knowledge & Innovation

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1 Completed an extensive upgrade of the JET facilities, to enable testing of ITER relevant technologies and operational scenarios.
- 2 Successfully passed Gateway review of the MAST Upgrade project which will complement ITER and significantly enhance UK tokamak facilities.
- 3 Successful bid at Harwell for Enterprise Zone status, which will facilitate and enhance continued development of the Harwell Joint Venture.

ORGANISATIONAL OBJECTIVES:

- 1 Implementing a multi-dimensional business strategy to ensure we are able to position the UK as a leader in the future sustainable energy economy.
- 2 Build up a significant presence in fusion-related advanced fission research (as part of delivery of the Government's Nuclear R&D proposals).
- 3 Successful mid-term review of the EPSRC grant for UK fusion.

INITIATIVES FOR 2012/13:

- 1 Operating and maintaining all experimental facilities to the highest standards.
- 2 Delivery of income from new sources at a level agreed with BIS.
- 3 Implementing the new Authority strategic plan and achieving the milestones in each strategic theme.

SUCCESS INDICATORS IN 2012/13:

- 1 Additional income generated from business development activities.
- 2 Programme performance milestones successfully completed on time and to customer requirements.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

1, 2

OUR PARTNERS

UKCES [includes responsibility for Investors in People]



CHIEF EXECUTIVE MICHAEL DAVIS

WHAT WE DO:

We provide strategic leadership on skills and employment issues in the four nations of the UK. Our strategic objectives are (1) to provide world-class labour market intelligence which helps businesses and people make the best choices for them; (2) work with sectors and business leaders to develop and deliver the best solutions to generate greater employer investment in skills; and (3) maximise the impact of changed employment and skills policies and employer behaviour to help drive jobs, growth and an internationally competitive skills base.

OUR CUSTOMERS:

Employers, training providers, system professionals and governments in the four home nations

NUMBER OF EMPLOYEES: 96

MAIN LOCATIONS: London and Rotherham

WEBSITE: ukces.org.uk and investorsinpeople.co.uk

BIS DG: Markets & Local Growth

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1 We have moved from grant-funding Sector Skills Councils to an investment-based approach, so we are now investing in skills solutions that have impact on jobs and growth.
- 2 We have begun modernising Investors in People's business processes and model to ensure it is relevant to today's market.
- 3 We have now produced the first-ever UK-wide employer skills survey, of 87,500 employers, enabling us to provide data and analysis on sectors and occupations across the UK; vital in helping home governments understand long-term patterns and trends in employment and skills.

ORGANISATIONAL OBJECTIVES:

We want to:

- 1 Integrate as a single team and use matrix working to enable this.
- 2 Ensure that all our work is personally led by our Commissioners, who between them form a social partnership including CEOs of large and small employers, trade unions, the voluntary sector and the Devolved Administrations.

- 3 Remain externally focused on achieving impactful, beneficial outcomes.

INITIATIVES FOR 2012/13:

Two key initiatives will be:

- 1 Testing the principle of 'employer ownership of skills' to leverage a better deal for the taxpayer, employers and individuals, piloting this approach in England with a substantial public investment of up to £250 million.
- 2 Working to ensure Investors in People remains relevant to UK business and stays at the heart of government policy.

SUCCESS INDICATORS IN 2012/13:

- 1 Up to 20 innovative 'employer ownership of skills' pilots to test the principle, with an agreed commissioning approach for the second phase.
- 2 More employers working with Investors in People as their business improvement tool.
- 3 We have a clear understanding about where there are gaps in employer-led infrastructure in sectors and localities where there is strong potential for growth.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

OUR PARTNERS

UK SPACE AGENCY



CHIEF EXECUTIVE

DAVID WILLIAMS

WHAT WE DO:

The Agency is responsible for all strategic decisions on the UK civil space programme and provides a clear, single voice for UK space ambitions. We work to maximise UK benefits from space activities and ensure that the UK remains at the forefront of global scientific excellence, as well as in the exploitation of space infrastructure, products and services. We encourage interaction between industry, academia and the public sector.

OUR CUSTOMERS:

Government partners, industry and the research community

NUMBER OF EMPLOYEES: 40

MAIN LOCATION: Swindon

WEBSITE: bis.gov.uk/ukspaceagency

BIS DG: Knowledge & Innovation

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

- 1** Implementing Government £10m National Space Technology Programme, to support development of UK technology and services/applications using space data. First four flagship programmes totalled £6m matched by £5m from industry.
- 2** The Climate and Environmental Monitoring from Space facilities at the International Space Innovation Centre, supported by £400,000 funding, will make satellite data available to space businesses/institutions, particularly those without infrastructure to exploit Earth observation data.
- 3** Chaired and led the International Charter 'Space and Major Disasters', to task Earth Observation satellites quickly to provide data following a major disaster.

ORGANISATIONAL OBJECTIVES

- 1** Ensure European Space Agency programmes are effectively managed, and costs controlled, and that the future plans reflect UK priorities for economic growth, science and technology.
- 2** Ensure EU activities in space are effectively managed within budget; prepare for the next EU Financial Perspective consistent with the Prime Minister's stated

ceiling of a real freeze in payments levels.

- 3** Enable the UK industry and science community through a national Research and Development programme and the establishment of suitable regulatory and advisory framework.

INITIATIVES

- 1** Setting UK National Space Strategies, alongside the National Space Security Policy will help set wider Government direction on use of civil space science/technology.
- 2** Launch of UKube1, early 2013 – our first satellite from the national cubesat programme, showcasing small, affordable technology for universities, SMEs and private individuals.
- 3** ESA Ministerial Council November 2012 –supporting Minister for Universities and Science. Five year funding priorities for the ESA will help us set our scientific and programmatic targets.

SUCCESS INDICATORS

- 1** Return coefficient on ESA programme spend.
- 2** Number of licence awards to UK satellite operators.
- 3** Number of website hits and Twitter followers.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

1, 2, 3, 6, 7, 11, 12, 18, 19, 20, 21

OUR PARTNERS

UK TRADE & INVESTMENT



CHIEF EXECUTIVE

NICK BAIRD

WHAT WE DO:

We help UK-based companies succeed in the global economy. We also help overseas companies bring their high quality investment to the UK's dynamic economy – acknowledged as Europe's best place from which to succeed in global business.

UK Trade & Investment offers expertise and contacts through its extensive network of specialists in the UK, and in British embassies and other diplomatic offices around the world. We provide companies with the tools they require to be competitive on the world stage.

OUR CUSTOMERS:

UK companies looking to export and overseas companies and organisations looking to invest in the UK. We also deliver some of our services through and/or in partnership with a range of intermediaries such as the China-Britain Business Council, chambers of commerce and trade associations.

NUMBER OF EMPLOYEES: Around 1,900 plus private sector delivery partners

MAIN LOCATIONS: HQ in London and Glasgow, with frontline staff in nine English regions and 97 markets overseas

WEBSITE: ukt.gov.uk

BIS DG: UK Trade & Investment

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

1 UKTI launched its five-year strategy Britain Open for Business in May 2011. This sets a clear vision for realising the Government's ambitions for growth through trade and investment. During the year it realigned its headquarters function to more effectively deliver this strategy.

2 Key outcomes for 2011-12 include helping 25,000 UK businesses generate around £30 billion of additional sales. This created or safeguarded well over 100,000 jobs. We exceeded our target of 750 inward investment successes and helped the UK maintain its position as the second most successful defence exporter, exporting £8 billion of defence and security goods and services.

ORGANISATIONAL OBJECTIVES:

1 UKTI's five-year strategy sets out four pathways to growth for the years ahead. These are: targeting innovative and high growth SMEs, bringing high value opportunities home, developing a pipeline of high quality inward investment, and building strategic relationships.

INITIATIVES FOR 2012/13:

1 Our highest profile deliverable for the year is to ensure that the 2012 Olympics achieve £1 billion of business for British companies. Initiatives to achieve this include the British Business Embassy and British Business Club.

2 Other deliverables throughout the year include continuing to expand our reach by working with intermediaries and partners, increasing our online delivery of services, and expanding the strategic relationship management of key inward investors and exporters.

SUCCESS INDICATORS IN 2012/13:

1 UKTI rigorously measures its performance through independent market research. Specific targets for 2012-13 include helping 32,000 businesses export, on the way to doubling this to 50,000 by 2015. We will achieve £3 billion worth of high value opportunities, and 750 inward investment successes leading to 50,000 jobs. The number of companies we strategically relationship manage will increase from 38 to 52. Finally, we want to achieve a 20 per cent world market share for defence.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

OUR PARTNERS

UNITED KINGDOM ACCREDITATION SERVICE (UKAS)



CHIEF EXECUTIVE

PAUL STENNELL

WHAT WE DO:

UKAS accredits organisations that provide testing, calibration, inspection and certification services across a wide range of market sectors. UKAS accreditation, carried out to internationally recognised standards, provides an indication of the technical competence and integrity of these organisations. UKAS accreditation supports a variety of government schemes by underpinning confidence in products and services, replacing regulation and facilitating trade.

OUR CUSTOMERS:

Calibration and testing laboratories, inspection and certification bodies – any organisation carrying out measurement, validation or evaluation activities across a wide range of market sectors and government policy areas.

NUMBER OF EMPLOYEES: 180

MAIN LOCATIONS: Feltham, Middlesex

WEBSITE: ukas.com

BIS DG: Knowledge & Innovation

HOW WE'RE HELPING MEET BIS'S OBJECTIVES

ACHIEVEMENTS IN 2011/12:

In 2011-12, we have:

- 1** Implemented a new IT system to provide better customer service and knowledge transfer, improve efficiency and reduce overhead costs.
- 2** Established a new forum to improve communication with stakeholders.
- 3** Launched major projects to establish the use of accreditation to support businesses working with government initiatives for the Green Deal, Building Regulations and the nuclear supply chain.

ORGANISATIONAL OBJECTIVES:

- 1** Improved external and internal customer service.
- 2** Enhanced communication and awareness of accreditation to assist the competitiveness of SMEs.
- 3** Targeted growth of the use of UKAS accreditation across government departments.

INITIATIVES FOR 2012/13:

- 1** Enhanced interaction with customers and contractors

through the further development of the new IT system.

- 2** Targeted marketing of accreditation to expand and increase the use of accreditation by Government and business.
- 3** Work with Better Regulation Executive to ensure that full use is made of UKAS accreditation services to support better regulation initiatives.

SUCCESS INDICATORS IN 2012/13:

- 1** Develop plans for phased implementation of customer and contractor portals.
- 2** Increased uptake of accreditation to allow businesses to compete fairly in sectors such as Forensic Science, Green Deal, Competent Persons Schemes and Nuclear Inspection.
- 3** Greater use of accredited testing and certification in support of co-regulation and earned recognition to help transform regulatory enforcement.

BIS MID LEVEL OUTCOMES THAT WE CONTRIBUTE TO:

2, 4, 12, 13, 19

APPENDIX: MID LEVEL OUTCOME LOGIC CHAINS



MID LEVEL OUTCOMES

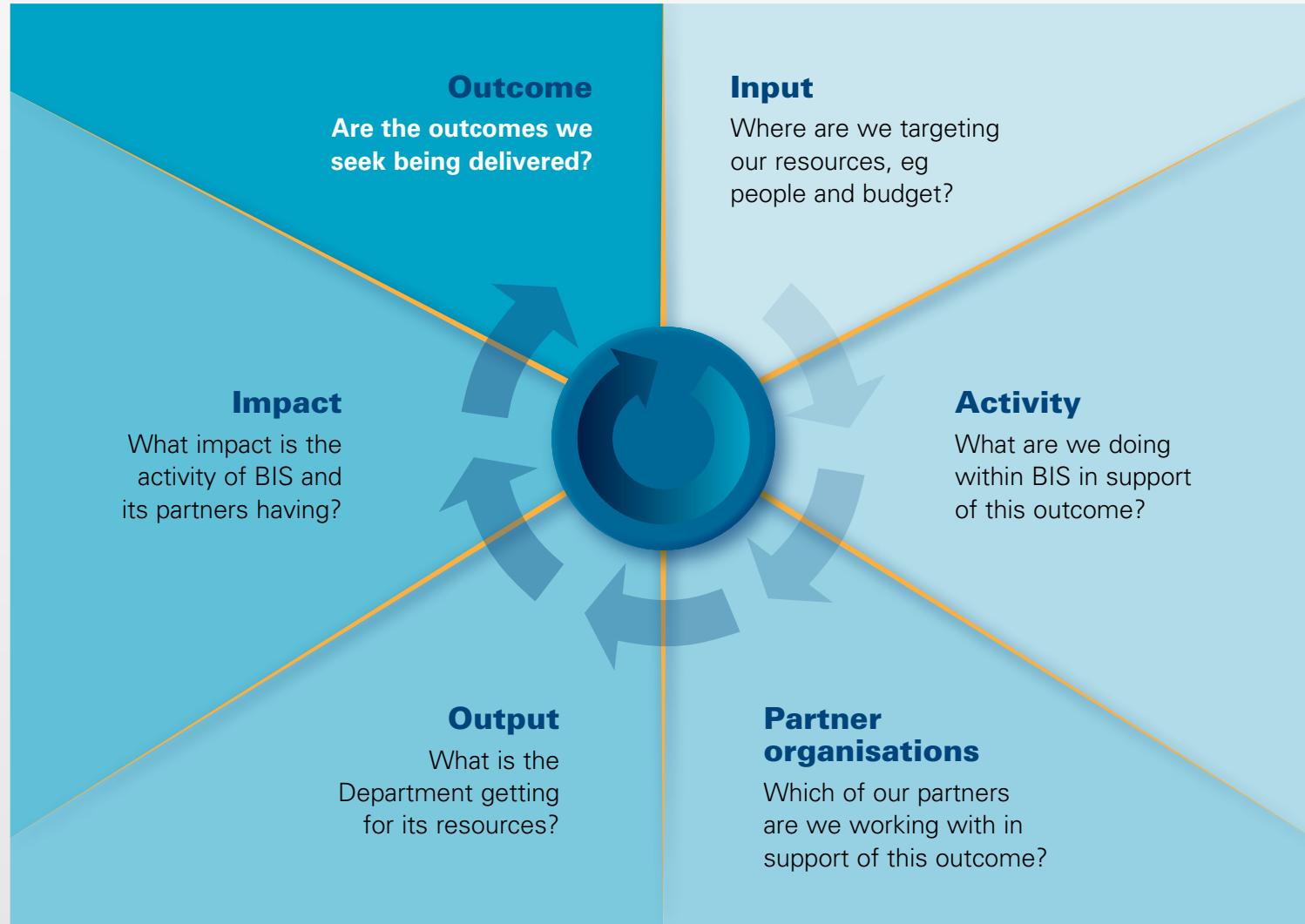
The BIS Operational Plan sets out the following outcomes that we are aiming to achieve

- 1** A research base that delivers maximum benefit for the UK
- 2** World-class translation of knowledge and ideas into successful commercial and public service outcomes, increasing productivity, growth and quality of life
- 3** A sustainable, autonomous English higher education system with world class teaching that is open to people from all backgrounds
- 4** An internationally competitive skills base, helping business to grow and individuals to succeed
- 5** A stronger entrepreneurial culture and business environment in which SMEs can access finance, information and advice they need to start up and grow
- 6** Increased private sector growth across the country
- 7** The UK to be world-class in high-value manufacturing and services
- 8** Maximise business opportunities and maintain competitiveness in the transition to a green economy
- 9** Improved efficiency of the management and service delivery of public data
- 10** Safeguarding the future of Royal Mail and the Post Office

- 11** Increased UK exports to high-growth and emerging markets
- 12** The UK remains a top destination for high-quality, foreign direct investment projects
- 13** Encourage free, fair, and open markets
- 14** A competitive, efficient and effective labour market that supports economic growth and employment
- 15** A world-class competition framework
- 16** An effective consumer framework delivering growth and consumer welfare, with minimum regulatory burdens on business
- 17** An effective corporate law, governance and insolvency framework
- 18** A wider business environment that supports growth
- 19** Government Strategy that helps facilitate sustainable, balanced economic growth
- 20a** Government action to control new regulation and remove burdensome and unnecessary regulation, is making a positive difference to the business environment
- 20b** Provide businesses with confidence to grow whilst maintaining protections

LOGIC CHAINS

Each mid-level outcome in the BIS Operational Plan is underpinned by a 'logic chain' that sets out how we will achieve the outcome



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Impact

The Research Base provides a key underpinning for innovation, enterprise and growth. It generates high level skills, and provides the evidence and innovation needed to develop policy and achieve health and social goals. Research and the creation of new knowledge are also valuable in their own right. Indicators:

- Expenditure on Research and Development performed in Higher Education
- UK share of highly cited papers
- UK's standing in global scientific rankings
- External income of HEIs – covers engagement with business, charities and Government
- Positive (e.g. % recognising the value of science to the UK economy) public attitudes to science and research
- R&D funding leveraged from abroad as a proportion of GDP compared to other countries

Output

- Number of highly cited (top 1% of world) papers
- Number of STEM graduates and postgraduate qualifiers in year
- Volume of RC/TSB collaboration
- Value of UK participations and grant agreements in EU framework programme (FP 7)

Outcome:

Science & Research:

A research base that delivers maximum benefit for the UK

Input

■ Science and research funding: resource £4.6bn p.a. until 2014/15; capital £590m in 2012/13; admin £150m in 2012/13 (137m near cash)

- o/w £2.5bn for Research Councils
- o/w £240m for UKSA
- o/w £2bn for HEFCE

RB Directorate

- £4.6m admin
- Headcount – c74

Activity

- Make the case for publicly funding basic research in the UK.
- Govern and administer publicly funded basic research funding through partners.
- Maintain an effective research system; and ensure that future investment is focused on excellence with impact (1.3)
- Improve public engagement and trust in science; promote STEM careers and diversity in STEM.
- Develop and deliver policy on international research issues.
- Influence EU research policy and initiatives, and funding decisions, to reflect UK priorities; maximise UK returns.
- Establish the Francis Crick Institute and the £180m joint MRC/TSB Biomedical Catalyst.
- Work with the Home Office to keep the UK open for science.

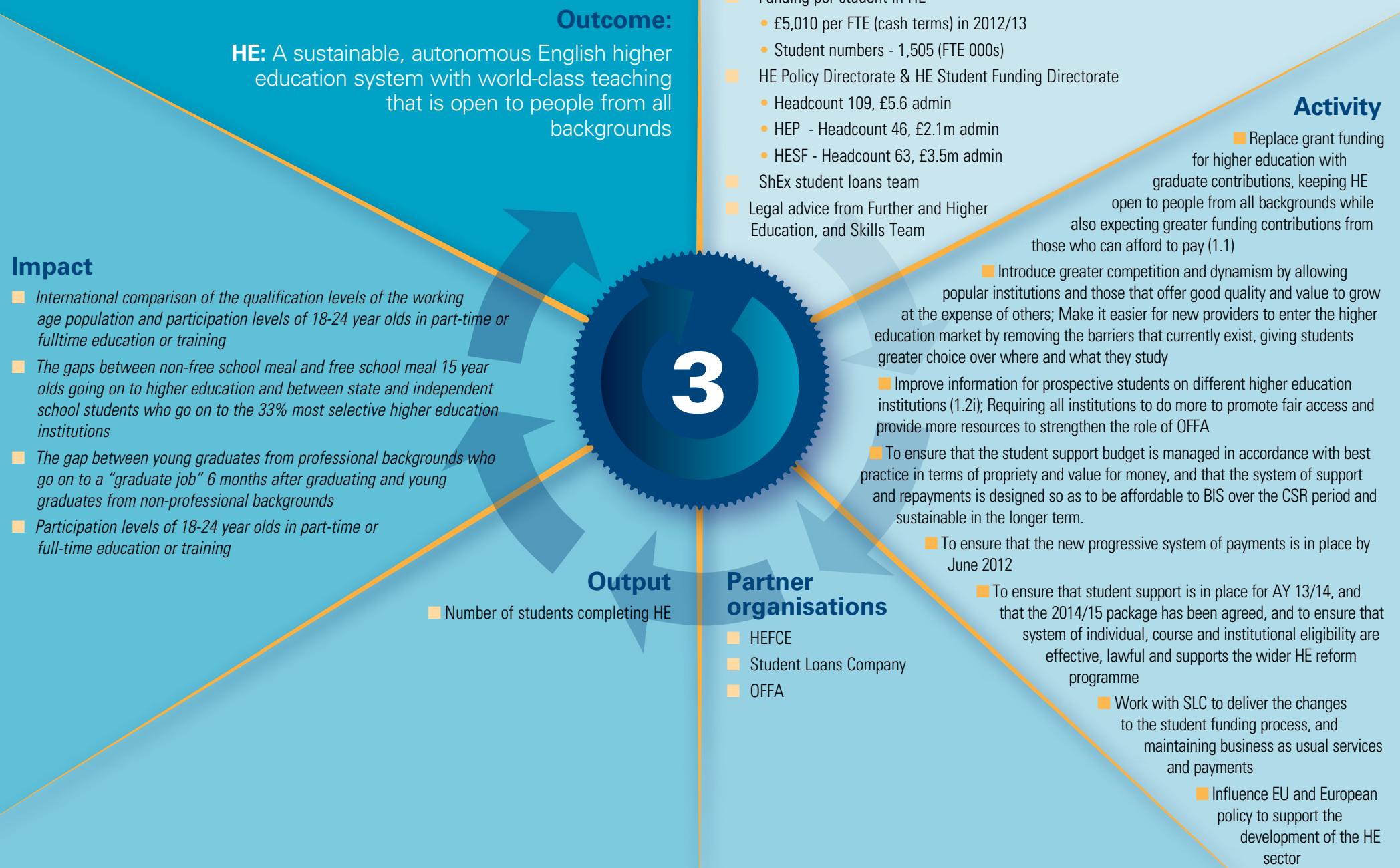
Partner organisations

- Research Councils
- HEFCE (HESS lead)
- UK Space Agency
- UKAEA
- The National Academies
- Science and Innovation Network (with FCO)

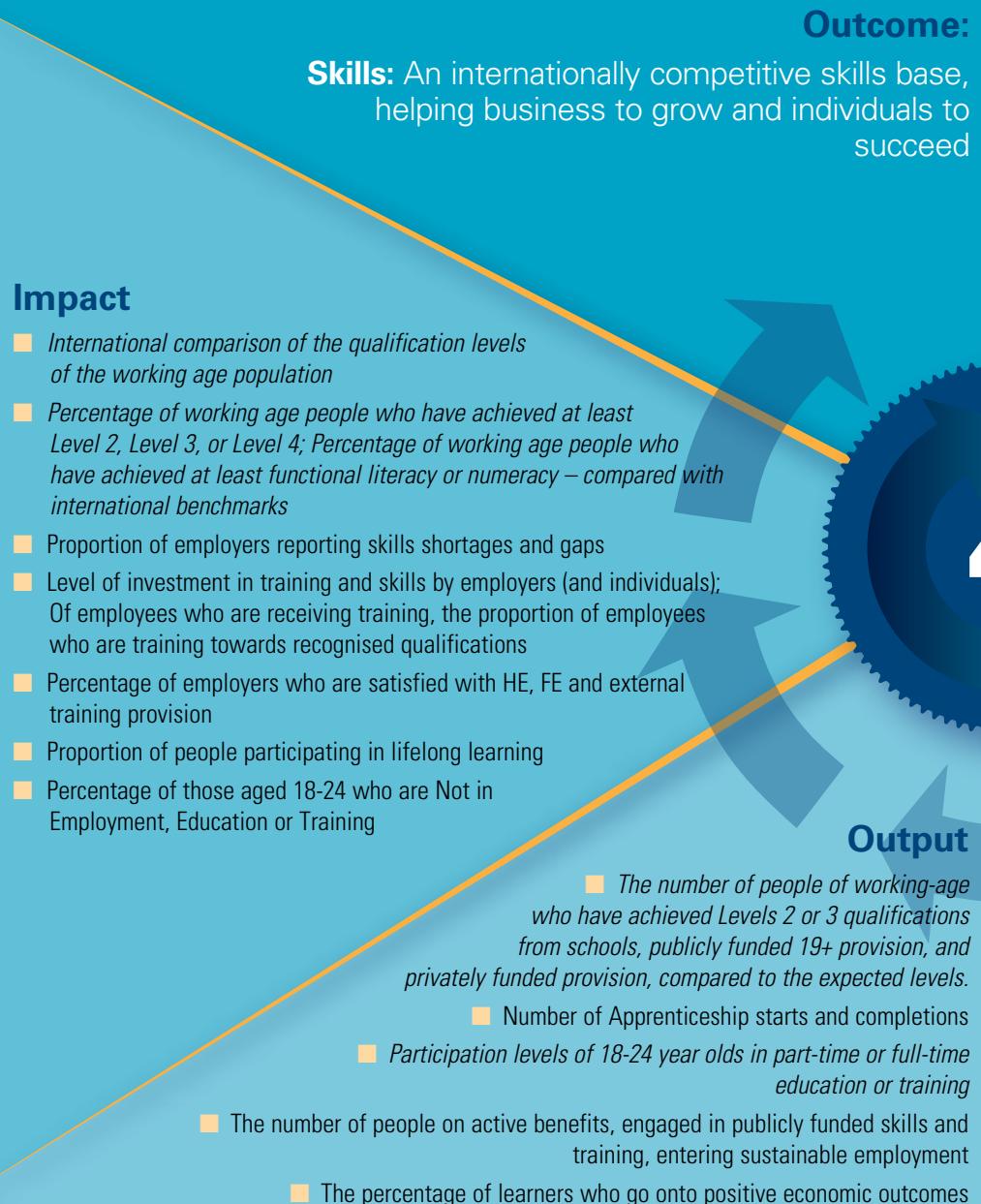
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Input

- Skills, FESIP Directorate and SFA – people, budget
- Growth Innovation Fund
- Average funding per course (learning aim) in Government-funded adult further education
- Administration costs of the Adult FE system as a proportion of total funding to FE providers
- Number of government-funded learners participating in FE
- Legal advice from the Further and Higher Education, and Skills Team

Activity

- Implement the FE & skills reform plan set out in New Challenges, New Chances. This includes: putting students at the heart of the system through improved information and advice eg the New Careers Service, Lifelong Learning Accounts & quality information on providers to inform learners' choices; funding priorities through a simplified funding system which is fair and follows the choices of students including introducing loans for 24+ FE students (2.2); enabling colleges to take up new freedoms and flexibilities to create a more dynamic FE sector which responds to the needs of local communities; promoting excellence in Teaching & Learning; implementing reform of English & Maths (basic skills) (2.4) & supporting Community Learning; Working with the Cities/LEPs (and Enterprise Zones) to support their effective engagement with the skills system to raise demand & influence provision in line with existing FE & skills policy
- Expand and improve the quality of the apprenticeships programme (2.1)
- Implement a new round of the Growth and Innovation Fund for employer co-funded projects that invest in training and skills development (2.3)
- Through the Employer Ownership of Skills Pilot, test a new approach to vocational skills funding by routing public investment in skills directly to employers to allow them to purchase training directly (2.5)

Partner organisations

- Skills Funding Agency
- National Apprenticeship Service
- UKCES
- Sector Skills Councils
- Further Education Providers
- Student Loans Company
- HEFCE
- LSIS
- NIACE
- AoC

Indicators that are also in the Business Plan are in italics. Numbers after activities are references to the Structural Reform Plan section of the Business Plan

A framework for performance management

Impact

- Increased population % feel they have skills, knowledge, experience to start a business; *increased early stage entrepreneurial activity rate* (GEM data)

- Increase SME growth & SMEs achieving OECD high growth rates
- SMEs (Small Business Survey) report greater confidence and capability in finance, exporting, leadership/management and web exploitation
- Improved UK ranking in World Bank ease of doing business report*
- Viable SMEs can access finance they need (SME Finance Monitor) especially growth finance; finance sources increasingly diversified away from bank debt

- +80% Customer satisfaction with Businesslink helpline
- My New Business; Growth and Improvement service account for 25% of Bl.gov traffic
- Awareness of Business In You Campaign in 20% of SME employers
- Positive shift in attitudes of Students & FE/HE institutions
- Increase in the number of schools with own student-led business

- Growth Accelerator supports 5,000 SME growth potential firms; 'Get Mentoring' trains 5,000 mentors making mentorsme.co.uk total 26,000; Expand Business In You partners to 30; Pilot Youth Enterprise Loans- May 2012 and main programme contractors- February 2013
- 70 HE and 40 FE 2012-13 enterprise societies; Recruit 1000 Enterprise Champions for schools- March 2013; Successful Global Entrepreneurship Week; New SME business environment indicators scorecard - October 2012; All Premier League clubs join Premier League Enterprise Academy scheme- March 2013
- Increase Queens Award applications from 862 to 900+

- Enterprise Finance Guarantees at least £450M lending; Minimum 2 new Enterprise Capital Funds worth £50m and £30m+ in-year draw-down investments; 40 investments by Angel co-investment fund

Outcome:

SMEs and Entrepreneurship: A stronger entrepreneurial culture and business environment in which SMEs can access the finance, information and advice they need to help start and grow their businesses



Output

- Growth Accelerator supports 5,000 SME growth potential firms; 'Get Mentoring' trains 5,000 mentors making mentorsme.co.uk total 26,000; Expand Business In You partners to 30; Pilot Youth Enterprise Loans- May 2012 and main programme contractors- February 2013

- 70 HE and 40 FE 2012-13 enterprise societies; Recruit 1000 Enterprise Champions for schools- March 2013; Successful Global Entrepreneurship Week; New SME business environment indicators scorecard - October 2012; All Premier League clubs join Premier League Enterprise Academy scheme- March 2013

- Increase Queens Award applications from 862 to 900+

Input

- Budgets: £63m programme (inc, £2.8m Business Link helpline, £35m Business Coaching for Growth) £70m Capital & £5.7m Admin. ED proportion of B&S £5.5m research budget.
- Corporate Partner in-kind work and funding for 'Business In You' campaign
- Headcount: 103

Activity

- Increase the Number of High Growth SMEs to drive economic growth:** Use Growth Accelerator to become experts on high growth SMEs; Venture Capital: Develop Government Strategy to double demand & supply for equity in UK. Make the UK the most attractive location for international equity, institutional investment in SME funds & angel investment

- Build the broader capacity and capability for SMEs to grow:** Develop customer focused Government website for business & make most of new services (call centre, Bl.gov services) (3.9i); Single strategy for leadership & management skills with BE, SD, UKCES, CBI; Consider expansion of web exploitation; Deliver & ramp up mentoring initiatives for SMEs (3.9ii); Delivery, increased uptake, clear customer journey & communications for access to finance schemes (inc.EFG, ECGD, HMT, RGF), & best in class web based finance tools (3.6). Promote alternative sources of debt finance inc Implement Breedon review (3.7)

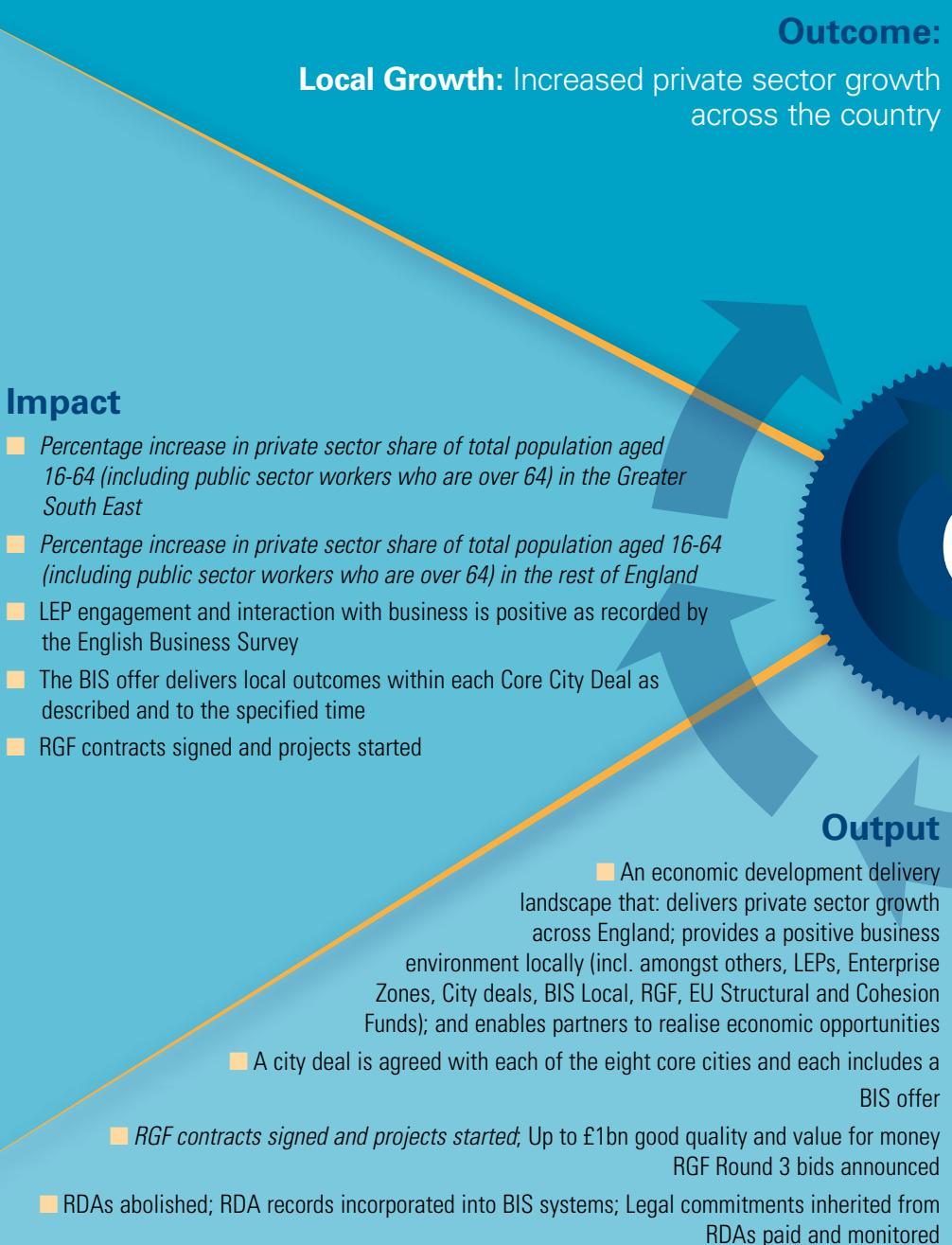
- A more Entrepreneurial Britain:** Draft & implement Lord Young Review; Project manage Red Tape Challenge on disruptive business models (3.8ii & 3.8iii); Enterprise Education: embed enterprise in FE & schools, inc SME milk round (3.10i)

- Capability:** Delivery through communications, digital, stakeholders & partners: Expand SME Communications (intermediaries) model across Whitehall plus develop intermediary network in different community groups (BME, Women's networks); 'Business in You' campaign to inspire & help entrepreneurs (3.6ii & 3.10ii); Queens Award Diamond Jubilee & high quality briefing hubs; Be influential across BIS, Government & Stakeholders; Understand & utilise entrepreneurs

Partner organisations

- Capital for Enterprise Ltd
- Coaching for Growth Consortium
- Careline
- Government Digital Service
- SME Intermediaries Group
- Start Up Britain
- British Bankers Association

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Input

- BIS admin budgets/people
- Regional Growth Fund (RGF)
- Structural Funds programmes/framework
- Grant for Business Investment (GBI) capital budget
- GBI capital for ex-Regional Development Agency (RDA) projects
- Local enterprise partnerships (LEPs) Capacity Fund
- Sub-national economic intelligence programme budget
- Economic and statistical advice/research from EEDA

(3.4)

- Ensure 8 City Deals with BIS offers are agreed by July (3.4 ii); Advise on intervention in major economic opportunities and shocks, and ensure effective action on these
- BIS Local teams ensure effective local/BIS partnership and provide BIS with local feedback, intelligence and influence
- Deliver the RGF to create economic growth by leveraging public investment and creating additional private sector employment (3.5i)
- Deliver "exceptional" Grant for Business Investment cases
- Influence the European Commission on Regional Aid Guidelines
- Develop and agree Structural Funds 2014-20 programmes across England in tandem with EU negotiations

Partner organisations

- Local Enterprise Partnerships and other local partners, including local authorities (although no formal sponsorship relationship with BIS)
- EU Structural Funds' managing authorities and delivery partners
- Maximise impact on BIS objectives of current Structural and Cohesion Funds programmes and make sure UK fulfils its reporting obligations
- Ensure EU industrial policy supports HMG priorities
- Provide sector/business-related advice to inform BIS policy
- Lead BIS input on preparation for Scottish independence
- Complete final actions on abolition of RDAs
- Manage/wind down residual legal commitments from RDAs

Activity

- Provide leadership and ensure effective joining up on local economic growth
- Ensure LEPs are equipped to deliver their local economic growth objectives, incl. delivering Enterprise Zones

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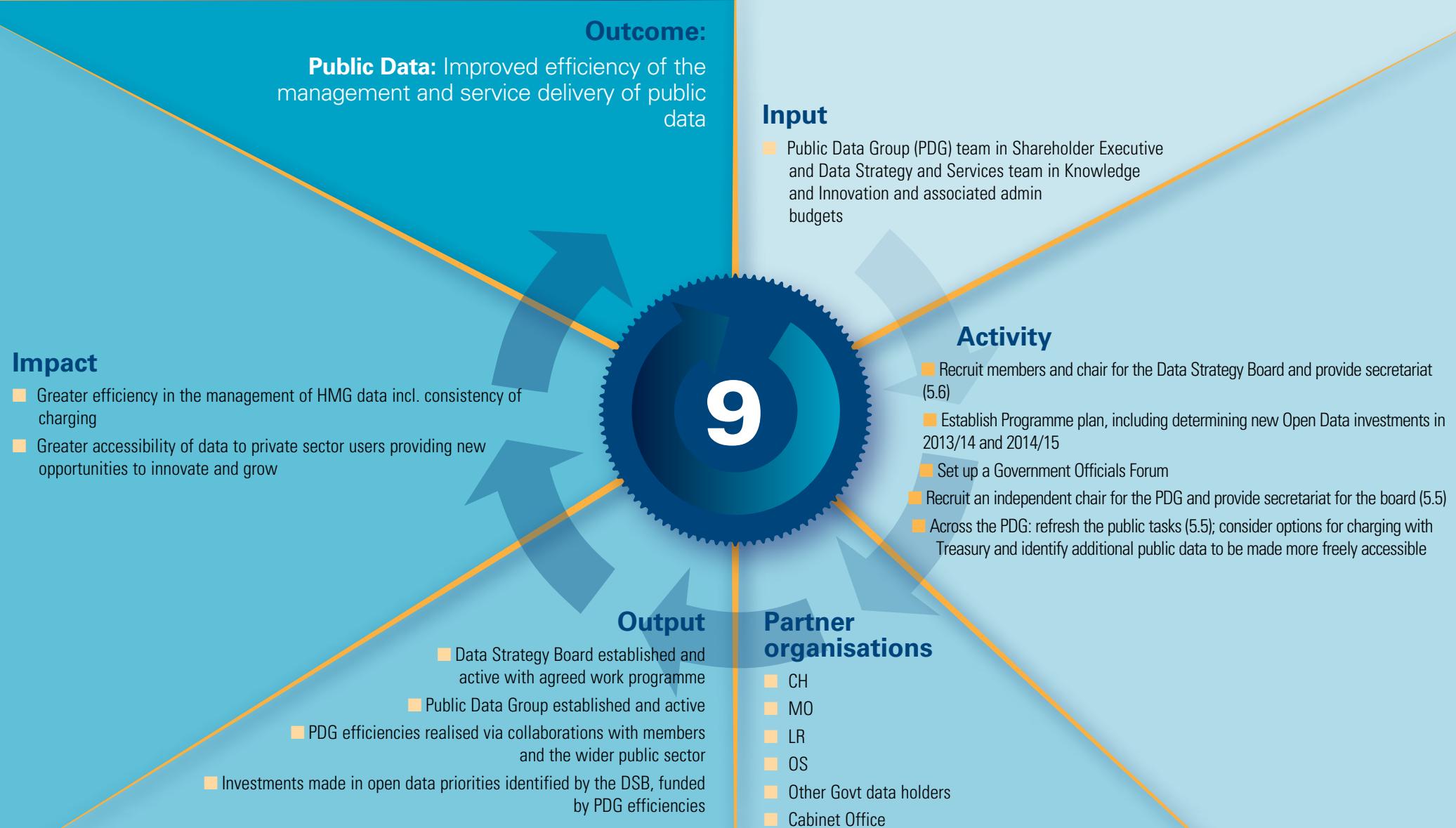


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A framework for performance management



A framework for performance management



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A framework for performance management



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For Outcomes 11-12:

Please see the UKTI Corporate Plan



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A framework for performance management



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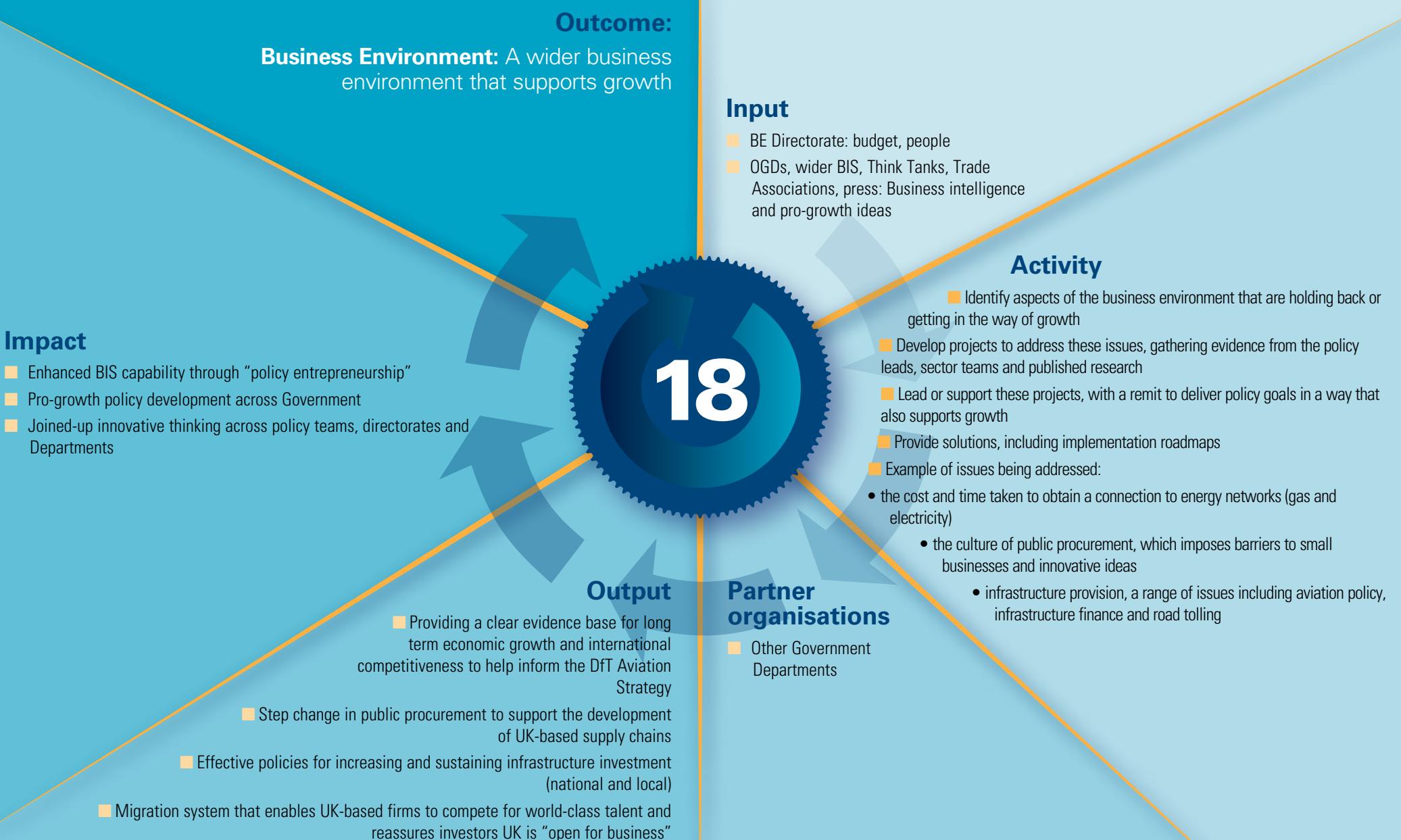
Indicators that are also in the Business Plan are in italics. Numbers after activities are references to the Structural Reform Plan section of the Business Plan

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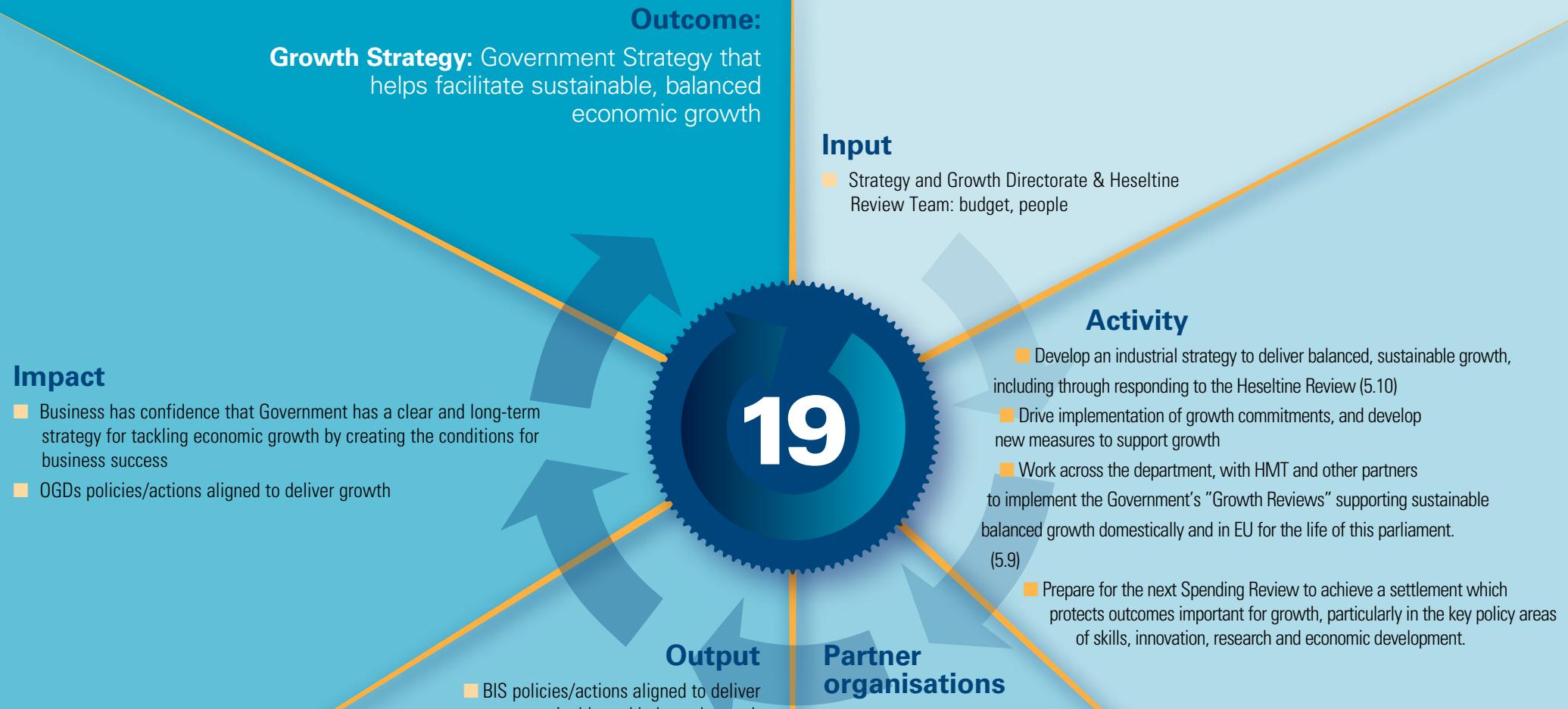


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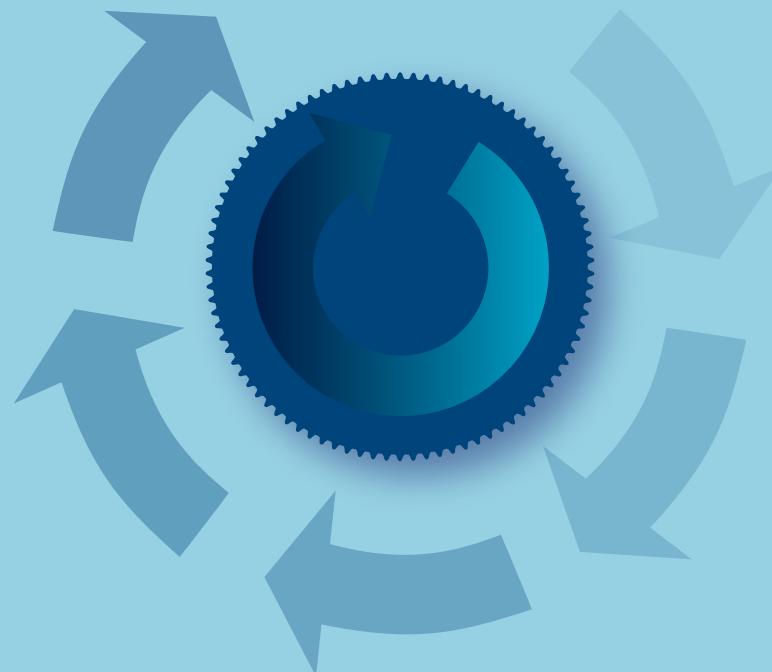
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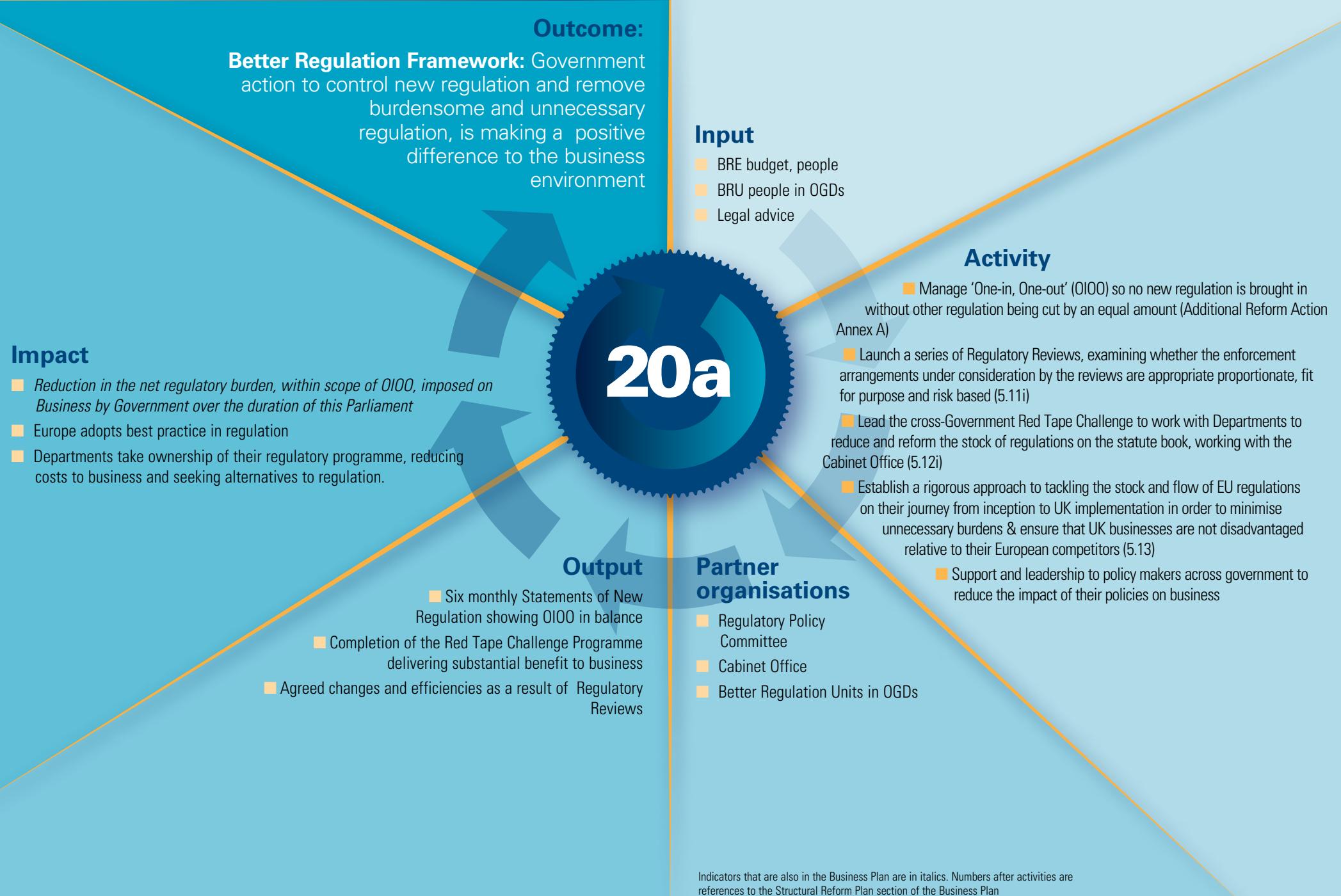
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A positive regulatory environment for business resulting from the improved design and delivery of regulation



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