

PERFORMANCE SCORECARD END Q4 2010/11

A. Stakeholder relationships

	End Q3 2010/11	End Q4 2010/11	Target
Top political stakeholders	Amber/Red	Green/ Amber	Green
Top business stakeholders	Green/ Amber	Green/ Amber	Green
Sponsors and Interest Groups	Green/ Amber	Green/ Amber	Green
Progress rating of communications, partner and stakeholder work	2 A/R 1 G	2G/A 1G	All (3) G or G/A
Related Corporate Risks 4/5 /13 7	Med/High Low/Med	Med/High Low/Med	Low

B. External Delivery

	End Q3 2010/11	End Q4 2010/11	Target
Project Delivery			
Progress rating of top 8 work streams	6 G 2 G/A	7G 1G/A	All (8) G or G/A
Progress rating of remaining external delivery work streams	11G – 6 G/A 1 A/R – 1 R	15G, 3G/A 1A/R	All (19) G or G/A
Number of High or Critical risks escalated from projects	0	0	0
Arms Length Delivery			
IIP	UK Workforce Penetration	26.7%	26.0%
	Commitment Conversion	47.8 %	48.5%
	New commitments gained	1,026	1,180
SSC	Risk Ratings	Green/Amber	Green/Amber
	Finance ratings	Green/Amber	Green/Amber
	Thematic Reviews	Green/Amber	Green/Amber
Related Corporate Risks 15	CRITICAL	Low/Med	Low/ Med

C. People Management

	End Q3 2010/11	End Q4 2010/11	Target
Vacancies (posts frozen)	4 (11)	5 (12)	3
% staff turnover (permanent employees, rolling 12 month)	6.4%	8.3%	11.1% (public sector average)
Absence rate (days/ employee, rolling 12 month)	6	7.9	11.1 (public sector average)
Staff survey results – People Strategy (Aggregated data)	Dec 2009	Sept 2010	
Employee Engagement	84%	78%	66%
Performance Excellence	50%	58%	58%
Employee Capability	66%	75%	65%
Related Corporate Risk 3	High	Low/Med	Low/ Med

D. Business Systems and Controls

	End Q3 2010/11	End Q4 2010/11	Target
Year end forecast: Organisation UKCES Programme SSC Programme Cap Ex	£662K under £4,282K under £202K over £0	£218K under £3,663K under £35K over £22K under	£0 to £100k underspend overall
% of UKCES programme forecast contracted	89%	100%	Q2: 70% Q3: 90%
Running cost/efficiency savings: Pay related Non Pay related	£858K £94K	£858K £136K	Not defined
No. High/Critical strategic risks	1 HIGH 1 CRITICAL	0	≤ 2 HIGH 0 CRITICAL
Internal audit actions overdue/uncompleted	2 High 4 Med 6 Low	1 High 6 Med 12 Low	0 High
Progress rating of CSD work	3 G 2 G/A	3 G 2 G/A	All (5) G or G/A
High or Critical risks escalated from CSD	1	0	0
Related Corporate Risks 11 18	Low/Med Med/High	Low/Med Low	Low Low/Med

G On/ ahead of target

G/A Behind target, minor deviation

A/R Behind target, moderate deviation

R Behind target, significant issues

HIGHLIGHTS AND EXCEPTION REPORT FOR END Q4 2010/11

A. Stakeholder Relationships

Good relations continue to be built with Ministers in England and senior government officials, especially around the Commission's new remit, priorities and ways of working.

Commissioners' profiles as leaders of this agenda are already being raised through a number of articles.

Forthcoming elections in the Devolved Administrations may result in a change of Ministers.

Branding and publications activity have broadly been brought inhouse and capability is continuing to grow for the low/no cost agenda.

Corporate Risk 4/5/13 merged risk (convincing messages/ corporate identity amongst staff leading to inconsistent messaging, resulting in confusion amongst stakeholders and poor engagement) - combined rating of Med/High. **Closed - Risk re-aligned to 2011/12 Strategic Risks under Strategy/Resourcing (1S) and Governance (2G)**

Corporate Risk 7 (insufficient influence on policy decisions) continues to be rated Low/Medium but we are cautious about this risk and continue to work closely with officials in co-sponsoring departments. – **Closed - Risk re-aligned to 2011/12 Strategic Risks – under Strategy (4S) & Political (2P) and External Dependancy (all)**

See Annex 1 for further details.

B. External Delivery

Project Delivery

24 of the 27 projects within external delivery have been successfully completed.

The 3 projects not completed are:

- Skills, training and curriculum – Apprenticeships – majority of the work is complete. Project is expected to close 30 April 2011. 2 SSCs are a concern: Summitskills due to issue of non compliant frameworks and SEMTA due to framework popularity and consequently a slipped target date for completion.
- Investors in People Communication – due to the marketing and advertising freeze.
- Vocational Qualification Reform – reform of NOS – due to the late start on development of the NOS Database work on testing and refining strategy needs to continue and QA of the conversion of NOS onto the new template will continue for 3 months to July 2011 following completion of systems development by the end of Q4.

11 projects have identified a requirement to continue in 2011/12 either based on additional requirements or continued need. These are noted in the annex.

Investors in People – Communication RAG status is reduced from Red to Amber/Red due to discussions now taking place with BIS re submission of exemption for 2011/12.

Arms Length Delivery

The marketing freeze, the MOD's decision not to continue with recognition of IIP and the economic climate have had a significant impact on IIP employer commitments and workforce penetration, hence the Amber/Red status.

Corporate risk 15 (staff capacity & capability) - significant changes in role arising from ALB's review and Comprehensive Spending Review - status reduced from critical at Q3

to Low/Med based on the fact that the UK Commission's remit and Business Plan have been finalised and management have assessed that the UK Commission has sufficient budget to deliver its plans. **Closed - Risk re-aligned to 2011/12 Strategic Risks – under Cultural (1C) & Political (2P)**

See Annex 2 for further details.

C. People Management

Launched Voluntary Exit Scheme – staff expected to exit in Quarter 1 of 2011/12.

New organisation design developed - Directors and Heads working to agree and establish new organisational shape and drive the change programme. Staff engagement workshops held and further consultation with staff planned through April and May.

Recruitment for 5 vacancies – to provide for maternity cover of 3 existing posts (cover only to be sourced from within BIS) 1 college placement and recruitment for the CEO.

Corporate Risk 3 (working as one organisation) has moved down to Low/Med as this risk has diminished following the work on the new organisational structure. **Closed - Risk re-aligned to 2011/12 Strategic Risks under Cultural (1C)**

See Annex 3 for further details.

D. Business Systems and Controls

2011/12 budget has been finalised and approved. Voluntary Exit Scheme and focus on reducing non-pay costs expected to achieve necessary level of savings.

2010/11 Outturn is within all key budget lines.

Significant work is underway to define new financial reporting structures and processes in light of new organisational design. As a result work to finish development of new finance system will continue into Q1.

7 internal audit reviews undertaken in Q4. No high priority issues identified from audits are outstanding as at end of Q4.

New IT hosting environment implemented and prepared for 01 April 2011 go live. All IT systems have now been migrated over.

Commissioner and CEO recruitment has commenced, initial interviews for Commissioners 3 / 4 May.

Discussions ongoing with Commissioner Priority Leads and Executive Leads to develop the new Commissioner leadership model.

Corporate risk 11 (staff compliance with financial/ legal requirements) is rated Low/Medium. **Closed - Risk re-aligned to 2011/12 Strategic Risks under Governance (3G)**

Corporate risk 18 - Current Governmental spending restrictions (recruitment and marketing freezes) risk to current year business plan deliverables reduced status to Low based on current impact.. **Closed - New ways of working in place and or plans in place to overcome**

See Annex 4 for further details.