



worldskillsuk
GO FURTHER, FASTER

WORLDSKILLS UK IS CHANGING

At a time when the UK nations are seeking to develop home-grown youth talent to help boost productivity, competitiveness, trade and investment, there is a tangible opportunity for WorldSkills UK (WSUK) to reposition itself for further success, drawing on its strengths as the UK's convening platform for expertise on world-class training and skills.

That's why WSUK is changing - and it has a five-year business plan for the period 2017-18 to 2021-22 to help drive this change forward. The plan sets out WSUK's strategy for long-term development and growth, which requires a step change in how the organisation is positioned. The plan provides the context of critical and evolving skills issues and public policies, which WSUK's activities support. It identifies the products and services which WSUK is developing and delivering over the five years, the potential diversified income to be generated and the internal operational developments which will underpin successful achievement of the growth and change planned across the UK - England, Scotland, Wales, Northern Ireland. This will lead to an increase in WSUK's total income of 16%; from £14m in 2017-18 to £16.2m in 2021-22¹.

This document is a summary update of progress so far on how WSUK is changing.

Who is WorldSkills UK?

WorldSkills UK is a partnership between governments, business and education. In 2018 it is celebrating its 65th anniversary and it is working over five years - from 2017 to 2022 - to transform the national conversation about young people, apprenticeships and technical education, so that apprenticeships and technical education are prestigious career routes for all young people.

It has a clear vision and purpose for its activities as shown in the table below.

It delivers its activities through three core programmes:

- **Directions** - tailored experiential careers events and advice that help young people make choices about their career direction
- **Champions** - competitions for the UK's apprentices and students to contest to be the best in their skill at national and international levels, fast-tracking their development
- **Accelerate** - research, thought leadership and insights from WSUK national and international platforms

Strategic objectives

There are four strategic objectives in the five-year plan:

1. **To raise the status of apprenticeships and technical education and encourage more young people to choose technical careers**
2. **To ensure sustainability by growing and diversifying the income base through developing new products and services and building new forms of investment**
3. **To contribute to public policy priorities around apprenticeships, technical skills and careers, aligning to higher levels of UK productivity**
4. **To advance the organisation's culture through developing its staff, processes and governance to meet its new focus**

What we do	We are an accelerator for young people in the start-up phase of their careers, fast-tracking their development.
Why we do it	To change the national conversation so that apprenticeships and technical education are prestigious career routes for all young people.
How we do it	Through skills competitions; experiential and digital careers advice; and mindset and productivity insights.

¹ This figure includes restricted funding carried forward from the previous year's core grants of £500K.

THE KEY MILESTONES TO ACHIEVE THESE OBJECTIVES ARE:

<ul style="list-style-type: none"> • Achieved Top 10 in global benchmark at WorldSkills Abu Dhabi • Launched successful thought leadership programme • Introduced new people and culture plan • Developed new approaches to marketing and to impact assessment 	2017-18 ▼
<ul style="list-style-type: none"> • Develop social mobility, diversity and inclusion impact programme • Leverage global insights to develop new thought leadership and products to boost UK productivity • Develop digital and data strategy to transform WSUK products and services • Establish sustainable diversified revenue strategy 	2018-19 ▼
<ul style="list-style-type: none"> • Achieve Top 10 in the world in global benchmark at WorldSkills Kazan • Launch youth advocacy strategy • Circulate to 100m plus through media and marketing • Launch “productivity lab” platform 	2019-20 ▼
<ul style="list-style-type: none"> • Increase diversity and social mobility impact in all programmes • Launch digital insights programme building on WSUK intelligence • Grow and sustain diversified income streams • Achieve a team culture of entrepreneurialism with social purpose 	2020-21 ▼
<ul style="list-style-type: none"> • Achieve Top 10 in global benchmark at WorldSkills Shanghai • Be recognised as youth advocate, engaging with 1m young people • Increase brand awareness so WSUK is a household name • Make evident contributions to helping boost UK productivity • Increase total income by 16% over period 	2021-22 ▼

Progress in year one: 2017-18

WSUK has made a good start to implementing the five-year business plan, and much has been learnt in the first year. The headline achievements within the strategic framework include:

- 1. To raise the status of apprenticeships and technical education and encourage more young people to choose technical careers**

 - Maintaining a top 10 position in WorldSkills Abu Dhabi international skills competition;
 - Providing over 70,000 people with an inspiring and valuable experience at The Skills Show;
 - Supporting over 100,000 young people in their career decision-making and skills development; and
 - Reaching 126 million people through increased media and social media coverage of activities.
- 2. To ensure sustainability by growing and diversifying the income base through developing new products and services and building new forms of investment**

 - Levering in over £6.2m of non-core funding (including Value in Kind) (45%) against a total budget of £13.9m;
 - Growing relationships with all four UK nations’ governments to help improve policy alignment and secure more sustainable and viable future core funding;
- 3. To contribute to public policy priorities around apprenticeships, technical skills and careers, aligning to higher UK productivity**

 - Growing the number of partners WSUK works with to deliver its activities and increase reach;
 - Testing a range of approaches to funding diversification to identify the best future opportunities for WSUK; and
 - Developing and implementing a comprehensive marketing strategy including new approaches to social media to improve brand profile and reach.
- 4. To advance the organisation’s culture through developing its staff, processes and governance to meet its new focus**

 - Scoping and building an impact assessment framework to better assess performance in activities and drive improvements to reach business plan KPIs;
 - Carrying out a reorganisation of roles and responsibilities within WSUK and establishing a People and Culture Plan to improve capability; and
 - Completing a review of WSUK governance to help ensure board expertise is aligned with the strategic direction set out in the business plan.

- careers needs through reports, speeches, blogs and published articles;
- Engaging elected representatives from across the UK to increase understanding of WSUK’s work and impact; and
- Reviewing activities on social mobility, diversity and inclusion to drive improved outcomes on these priorities.

Priorities for year two: 2018-19

WSUK is well positioned for year two with a clear aim to step up the pace and scale of change, with priorities around: product development, diversification of income, data digitisation and diversity, inclusivity and social mobility, within the framework of WSUK's overarching strategic priorities:

- 1. To raise the status of apprenticeships and technical education and encourage more young people to choose technical careers**
 - Widening accessibility and success through WSUK activities for young people from more diverse and inclusive backgrounds;
 - Maintaining a top 10 position for the UK in EuroSkills Budapest;
 - Further developing WorldSkills UK LIVE (formerly The Skills Show) as the most effective and innovative skills and careers experience for young people; and
 - Reaching over 130,000 young people, increasingly through digital routes, working to a five-year target of 1m.
- 2. To ensure sustainability by growing and diversifying the income base; developing new products and services and building new forms of investment**
 - Developing and introducing products that generate new forms of income, especially linked with research and insights from international activities, to help boost standards and productivity;
 - Growing and diversifying WSUK's income base further, through commercial sponsorship income and other public sources, including devolved nations and devolved administrations in England; and
 - Growing the position and reputation of WSUK to reach more employers and commercial partners, to help drive up levels of investment and engagement.
- 3. To contribute to public policy priorities around apprenticeships, technical skills and careers, aligning to higher UK productivity**
 - Continuing to review and reflect UK Industrial Strategy priorities in WSUK's skills competition portfolio;
 - Extending the programme of seminars, roundtables and summits to engage partners in debate around key issues in skills, technology, standards and productivity;
 - Engaging further with elected representatives from across the UK about WSUK's work and how and why the organisation is changing to drive higher impact; and
 - Continuing to contribute to public debate regarding future technical careers and skill needs through reports, speeches, blogs and written articles.
- 4. To advance the organisation's culture through developing its staff, processes and governance to meet its new focus**
 - Developing a robust digital management information system which will improve efficiency, customer relations and the management and use of data;
 - Developing a longer-term digital strategy for the organisation;
 - Delivering on the second year of the people plan to help advance culture through empowering teams, with a focus on increasing commercialisation; and
 - Delivering further on the conclusions of the governance review to recruit new trustees with commercial experience to help drive forward the business plan.

SUCCESS MEASUREMENT

Following the development of WSUK's Impact Assessment Framework in year one, success in WSUK's strategic objectives will be measured against its six key evaluation questions:

To raise the status of apprenticeships and technical education and encourage more young people to choose technical careers

1. How is WSUK influencing the career decisions of young people to ensure they build and act on higher aspirations?
2. How does WSUK contribute to improving the employability and prosperity of its competitors?

To ensure sustainability by growing and diversifying the income base through developing new products and services and building new forms of investment

3. How is WSUK increasing its sustainability and diversifying its revenue streams?

To contribute to public policy priorities around apprenticeships, technical skills and careers, aligning to higher UK productivity

4. How do WSUK activities contribute to improving UK productivity?
5. How is WSUK contributing to increasing the recognition of apprenticeships and technical education in the UK as prestigious routes?

To advance the organisation's culture through developing its staff, processes and governance to meet its new focus

6. How is WSUK using evidence and learning to improve its practice?

WSUK is changing: it is using its unique strengths and insights to transform what it does and how it works so that more young people and more businesses will benefit by raising their skills and productivity, giving them all better futures. Find out how you can be part of the change by contacting getintouch@worldskillsuk.org