

accas working
for everyone

Acas Strategy 2025-30

Transforming British
Workplace Relations



Acas 2025 to 30 Strategy: Transforming British Workplace Relations

Contents

Foreword from Clare Chapman, Acas Chair	2
Our Purpose	3
Strategy on a page	4
Ambition 1: Prevent	5
Ambition 2: Manage	6
Ambition 3: Resolve	7

Foreword from Clare Chapman, Acas Chair

The world of work is changing – and I'm proud Acas is leading by example.

During the period of our last Strategy (2021-25) Acas successfully changed the ways in which we work. Those changes led to millions more workers and employers accessing our services in person, online and by phone. The proportion of individual and collective disputes that we helped successfully resolve rose significantly: reducing stress, cost and time for all parties.

This strategy sets out how Acas will build on our significant progress and contribute even further in the years to 2030 to better British workplace relations and so boost Britain's economic growth.

Forthcoming legislative reform, and significant shifts in the labour market already underway, will increase demand for Acas services significantly. Employers, workers and their representatives will seek assistance in handling new laws and changing workplace practices. Delivering this strategy will ensure we successfully meet the increased workload while sustaining record high settlement rates in conciliation.

Consistent with our enduring Acas Purpose, we will do more to help employers, workers and their representatives **Prevent** conflict arising in the first place. If conflict can't be prevented, Acas will be there to help workplaces **Manage** it by disagreeing well. And if individual or collective conflict continues, Acas will help parties **Resolve** disputes quickly and fairly, reducing stress, duration and cost.

I am proud of what Acas has achieved in the past four years, and we must continue to develop and improve. We will keep transforming Acas, making the best use of data, digital tools and our people's expertise so our services become ever **swifter, simpler and more efficient**. We will continue to make our services - and the employment relations system - more **inclusive and accessible** to all.

We will deliver our strategy in a changing external landscape. We will measure, and report on, our success in relation to challenging targets for the three and five-year period. In year three, as labour reforms are introduced and their impact on our work can be measured, we will review and adjust targets for years four and five.

This is an ambitious strategy for a landmark period in Britain's labour market history. By working together – with employers, workers, their representatives and other partners across the nations and regions of Britain – we can deliver lasting improvements to working life and contribute to Britain's future economic growth. We invite our partners to continue with us on that journey.



Our Purpose

Making working life better for everyone



At the Advisory, Conciliation and Arbitration Service (Acas), we exist to make working life better for everyone in Britain.

Healthy working relationships are critical not just to the success of workplaces and the economy but also because they allow people to flourish and find meaning and purpose at work.

Where there are problems at work, relationships suffer and there is a cost. In part, this is financial, paid for by businesses, workers, and the wider economy. But there are emotional costs too, for everyone involved.

At Acas, we help people resolve these problems. We do so by thinking first about the people involved, helping them to have the open, honest conversations that are so often the solution. Whenever we can, we prevent disputes before they happen, through training and advice. But where they cannot be avoided, we resolve them, fulfilling our legal responsibility.

Employers often come to us in their most difficult moments and employees at their lowest ebb. Both are looking for someone they can trust. To be worthy of that trust, we are:

Expert

We have been providing advice and conciliation to Britain's workplaces for over a century. While work has changed beyond recognition, our insight and experience ensure we give the most up-to-date advice. We tackle new issues with authority.

Impartial

We work with all sides to resolve conflict, treating each side equally. We can always be relied upon to give confidential advice and to be frank and honest.

Independent

We are publicly funded and have been independent since 1974. We act only to promote a better future at work.

Fair

A good workplace is a fair one. At Acas, we respect and value difference and aim to follow the highest standards. What we ask of others, we ask of ourselves too.

At Acas, we lead the way in promoting good work and reducing disputes. Our success relies on our people working in partnership with employees and employers, academics and policymakers, trade union and business leaders.

Together, we make working life better for everyone in Britain.

Ambition 1: Prevent

Acas has a critical role to help employers, workers and their representatives prevent conflict arising in the first place.



By 2030, we will:

- grow the reach of Acas's content online by 50% – from 286 million appearances in search results in 2024 to 430 million in 2030
- strengthen our offer to all employers on how to create healthy employment relations, led by evidence and metrics of what works
- make Acas swifter, simpler and more efficient: target the sectors where prevention is most likely to prevent conflict and dispute

Ambition 2: Manage

If conflict can't be prevented, Acas will be there to help employers, workers and their representatives manage it. We will help Britain disagree well by building conflict management confidence and capability.



By 2030, we will:

- have at least 90% of customers – both employers and workers - saying Acas improved their ability to manage conflict
- double the number of small and medium-sized businesses Acas equips to better manage conflict, led by evidence and metrics of what works
- Reduce the average cost-per-query for our helpline service by 20%

Ambition 3: Resolve

If individual or collective conflict continues, Acas will help parties resolve disputes quickly and fairly, reducing stress, duration and cost.



By 2030, we will:

- sustain our record high settlement rates of above 70% for individual and 90% for collective conciliation, even as demand rises
- use our expert voice to support labour market reform, including improvements to employment relations and dispute resolution mechanisms
- reduce the average cost per individual dispute resolution case by 20%

We will be swifter, simpler, more efficient

With demand for Acas services rising, we must be effective, agile and adaptable over the next five years.

By 2030 we will:

- ensure Acas operations and corporate services are swift, simple and efficient
- improve our use of technology so expert staff can focus on resolving complex cases
- target the sectors where there is greatest need to prevent, manage and resolve conflict

Accessible, inclusive

Our continuing commitment to create more inclusive workplaces runs throughout our strategy: we will make our services - and the employment relations system - more accessible to all.

Prevent

Ambition 1: Healthier employment relations



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- strengthen our offer to all employers on how to create healthy employment relations, led by evidence and metrics of what works
- make Acas swifter, simpler and more efficient: target the sectors where prevention is most likely to prevent conflict and dispute

What we'll do next (2025 to 2027)

We will:

- expand our social media and presence in AI-generated content to ensure people get the help they need faster
- strengthen our position as the go-to organisation to help employers, workers and their representatives navigate the upcoming reforms to employment law
- publish a new *State of Workplace Relations* report, cementing our role as the leading experts on British employment relations
- target the industry sectors where prevention is most likely to prevent conflict and dispute

To do this in a way that's accessible and inclusive for all

We will:

- improve access to groups who are under-served or under-represented in our services
- champion the value of inclusive workplaces to growth and explain the risks of weak accessibility and inclusion policy and practice
- advocate for what works, including reasonable adjustments, to help people stay in work and thrive

The difference we'll make

This will mean:

- our prevention advice is delivered in ways that are simpler, swifter and more efficient to meet rising demand
- a larger, more diverse group of employers, workers and their representatives are equipped to prevent conflict at work
- good relations at work are recognised as essential to business success

Manage

Ambition 2: Better conflict management at work



If conflict can't be prevented, Acas will be there to help employers, workers and their representatives manage it. We will help Britain disagree well by building conflict management confidence and capability.

By 2030 we will:

- have at least 90% of customers – both employers and workers - saying Acas improved their ability to manage conflict
- double the number of small and medium-sized businesses Acas equips to better manage conflict, led by evidence and metrics of what works
- reduce the average cost-per-query for our helpline service by 20%

What we'll do next (2025-2027)

We will:

- launch a new Conflict Capability Development Programme for leaders, workers and their representatives
- enhance our helpline and business support services, supported by new digital tools
- focus on sectors and groups most affected by conflict at work, including small businesses, and those managing issues like disciplinary, discrimination and pay

To do this in a way that's accessible and inclusive for all

We will:

- design our conflict management tools and training to reflect a wide range of work experiences
- make sure our business support services are easy to find and use for under-served groups
- embed accessibility and inclusion as integral elements of good conflict management

The difference we'll make

This will mean:

- Acas services are simpler, swifter and more efficient, supporting better conflict management across different sectors
- more organisations manage conflict internally, reducing disputes and improving staff wellbeing
- employers, workers and their representatives become more confident, skilled and inclusive in how they handle issues at work



If individual or collective conflict continues, Acas will help parties resolve disputes quickly and fairly, reducing stress, duration and cost.

By 2030 we will:

- sustain our record high settlement rates of above 70% for individual and 90% for collective conciliation, even as demand rises
- use our expert voice to support labour market reform, including improvements to employment relations and dispute resolution mechanisms
- reduce the average cost per individual dispute resolution case by 20%

What we'll do next (2025-2027)

We will:

- promote clear advice on why, when, and how best to use statutory dispute resolution services
- work with government, the Tribunals Taskforce and partners to shape a more effective dispute resolution system
- help the public sector resolve disputes earlier
- continue investing in digital tools to streamline and improve our resolution services

To do this in a way that's accessible and inclusive for all

We will:

- identify and remove barriers faced by groups who would benefit from Acas dispute resolution services but are under-represented
- advocate for system changes that make the dispute resolution system more accessible to currently under-represented groups

The difference we'll make

This will mean:

- more people can access Acas's support in a way that is swifter, simpler and more efficient
- more disputes are resolved earlier, avoiding escalation and saving time, money and stress
- employers, workers and their representatives trust Acas to resolve disputes impartially and effectively