

Christine Hodgson
Chair
c/o The Careers & Enterprise Company
2-7 Clerkenwell Green
London,
EC1R 0DE

17 August 2018

Dear Mrs Hodgson,

Grant Offer Letter for The Careers & Enterprise Company, Grant reference number GR1000503

1. This Grant Offer is made between:

(1) **The Secretary of State for Education** (the Department) and

(2) **The Careers & Enterprise Company** (the Company) of 2-7 Clerkenwell Green, London, EC1R 0DE - Companies House Registration 9432724.

2. This letter confirms that a grant will be awarded to **The Careers & Enterprise Company** so that more young people benefit from high impact careers and enterprise information, education, advice and guidance. The value of the grant is £28,458,000 for the period commencing 01/04/2018 and ending 31/03/2019 and such grant is subject to the Department for Education [Grant Terms and Conditions](https://www.gov.uk/government/publications/grant-funding-agreement-terms-and-conditions)¹.
3. This Grant Offer Letter, relevant annexes and the Grant Terms and Conditions together make up the Grant Funding Agreement.
4. This is a first version of the 2018-19 grant funding agreement. The Department may request the Company delivers additional activity during the year, subject to ministerial approval and budget being available. In such cases this grant funding agreement will be revised to reflect the new arrangements.
5. The Company is a key partner in delivering the Careers Strategy and this agreement includes its expanded role to support government in achieving the strategy aims. The Company will support schools and colleges in their responsibilities to make sure that every young person is offered at least one employer encounter between year 7 and 13 by 2020. The Company will continue to expand its Enterprise Adviser Network so that by 2020 an Enterprise Adviser is available to all schools and colleges. The Company will also help schools and colleges in their responsibilities to meet the Gatsby Foundation's eight benchmarks by establishing and supporting 20 Careers Hubs this year and by funding training for at least 500 Careers Leaders over the next two years.

¹ <https://www.gov.uk/government/publications/grant-funding-agreement-terms-and-conditions>

6. To deliver the role, as set out in the Careers Strategy, the Company shall use all reasonable endeavours to achieve the following objectives:
 - Objective 1: Help inspire and prepare young people for the fast-changing world of work by rolling out employer engagement
 - Objective 2: Support schools and colleges to deliver best practice careers provision including establishing Careers Hubs and training Careers Leaders
 - Objective 3: Help improve the quality and coverage of careers provision by testing and evaluating new approaches
7. The specific activities and key performance indicators that the Company is responsible for and will be held accountable for can be found in Annex A. Whilst the primary scope for the Company's funding is to support mainstream secondary schools and colleges in England, this funding agreement also sets out specific areas where the Company will be asked to play an additional role across a wider range of education establishments.
8. The Company must comply with the General Data Protection Regulation (GDPR). This grant offer letter is submitted to the Company subject to compliance with the terms set out in Annex J.
9. The Company will review its existing sustainability plan with DfE with a formal decision by end December 2018 about whether a revised plan needs to be submitted. In the event that a revised plan is needed, an interim plan should be agreed by end February 2019, pending the next Spending Review.
10. All staffing costs included in Annex A are inclusive of all relevant taxes such as PAYE National Insurance, pension contributions, administrative costs, expenses and all other relevant costs.
11. Any grant paid by the Secretary of State will be paid pursuant to Section 14 of the Education Act 2002 and will accordingly be paid only in respect of approved expenditure by The Careers & Enterprise Company for the purpose of the funded activities.
12. This letter must be read in conjunction with the Grant Terms and Conditions and the relevant annexes:

Annex A	- Details of Grant Allocations
Annex B	- Progress report templates
Annex C	- Monthly progress reporting
Annex D	- Grant Payment Schedule
Annex E	- Claiming Grant in Advance
Annex F	- Annual certification of expenditure (external auditor / accountant's report arrangements)
Annex G	- Exit plan
Annex H	- Cabinet Office spending controls exemption reporting
Annex I	- Terms and Conditions confirmation- Annual return
Annex J	- GDPR Schedule
Annex K	- Acceptance of Grant Offer and effective date

To accept this offer of funding, please sign both copies of this Grant Offer Letter (Annex K) and return a copy to Lorna Robinson at the Department for Education.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Clare MacDonald', with a stylized flourish at the end.

Clare MacDonald
Deputy Director, Careers and Basic Skills

Annex A - Details of Grant Allocations
The Careers & Enterprise Company, Grant reference number GR1000503

OBJECTIVE 1 – HELP INSPIRE AND PREPARE YOUNG PEOPLE FOR THE FAST-CHANGING WORLD OF WORK BY ROLLING OUT EMPLOYER ENGAGEMENT

Activities:	Key Performance Indicators:	Costs: Inclusive of VAT and expenses
<p><u>1. Enterprise Adviser Network</u></p> <p>Grow the Network</p> <ul style="list-style-type: none"> Expand the Enterprise Adviser Network in partnership with Local Enterprise Partnerships (LEPs) across England by 2020 by making an Enterprise Adviser (EA), a senior volunteer from the world of work, available to all secondary schools and colleges (approx. 3800 mainstream schools and colleges, and where appropriate, special schools and alternative provision) Expand the coverage of co-funded Enterprise Coordinators (ECs) in LEPs to increase presence and reach across more schools and colleges in under-represented areas, including Opportunity Areas (OAs) 	<p>By March 2019:</p> <ul style="list-style-type: none"> 2900 schools and colleges signed up to the Enterprise Adviser Network 2700 volunteer EAs recruited 2500 schools and colleges matched with an EA (to include at least 200 sixth form and FE colleges) Co-fund 160 ECs employed by LEPs 50% of schools and colleges in the Enterprise Adviser Network fully achieving Gatsby benchmark 5 45% of schools and colleges in the Enterprise Adviser Network fully achieving Gatsby benchmark 6 35% of schools and colleges in the Enterprise Adviser Network partially achieving Gatsby benchmark 6 	<p>£4,555,000 for recruitment and co-funding a national network of ECs and provide direct programme support</p>
<p>Satisfaction with the Enterprise Adviser Network</p> <ul style="list-style-type: none"> Maintain high levels of satisfaction with the network 	<ul style="list-style-type: none"> Satisfaction levels to be measured through surveys with an average result of 	

for schools and colleges, EAs, employers and funded careers and enterprise providers	70% or above across schools and colleges, EAs, employers and funded careers and enterprise providers	
<p>Cornerstone Employers</p> <ul style="list-style-type: none"> Recruit and manage a community of Cornerstone Employers to drive delivery of encounters for young people in Opportunity Areas and other identified areas of need e.g. Hubs 	<ul style="list-style-type: none"> 120 Cornerstone Employers recruited nationally 	
<p>Enterprise Adviser Network: Offer to schools in Opportunity Areas</p> <ul style="list-style-type: none"> All young people in the secondary schools and colleges in each OA are on track to have experienced four or more meaningful employer encounters with the world of work during the course of the OA programme 	<ul style="list-style-type: none"> All schools and colleges in OAs are offered an EA All schools and colleges in OAs matched with an EA (Target is 100% but 90% KPI to allow for EA churn) Each OA has a minimum of 5 active Cornerstone Employers 450,000 meaningful employer encounters, as defined by the Gatsby Foundation, delivered in OAs by August 2019 60% of schools in OAs fully achieving benchmark 5, encounters with employers and employees, by March 2019 All interested OAs to be offered additional EC training across the Gatsby Benchmarks by March 2019 	

<p>Monitoring and evaluation of the Enterprise Adviser Network</p> <ul style="list-style-type: none"> • Evaluate Enterprise Adviser Network to understand impact and improve practice across England • Provide reporting on encounters in OAs • Run analysis to understand cold spot areas to support prioritisation • Issue annual State of the Nation report to understand national progress against Gatsby benchmarks 	<ul style="list-style-type: none"> • Ongoing external evaluation of Enterprise Adviser Network activities (aligned to KPIs above) with quarterly reporting ahead of final publication of report in Q3 2020 • Detailed reporting of how schools both nationally and in the Enterprise Adviser Network are achieving across the benchmarks • Bespoke reporting for OAs to include termly reporting on Investment Funded encounters at an OA level and year group level, and breakdown by school and activity type • Updated State of the Nation and Cold Spot reports published by the end of March 2019 	<p>£90,000 external evaluation of the Enterprise Adviser Network to understand the impact at a national and local level including how the network is supporting delivery in schools and colleges and making connections with employers</p>
<p>Training and development to support the Enterprise Adviser Network programme</p> <ul style="list-style-type: none"> • Offer termly training for ECs • ECs and EAs collaborating to identify local issues and barriers, sharing best practice and identifying opportunities for collaborative working • Toolkit and resources to support and develop the Enterprise Adviser Network • Annual conference to share best practice across the Network and key stakeholders • Obtain regular input from the Ambassador Advisory Group, Head Teacher Advisory Group and Employer Advisory Group to support improvements to, and impact of, the Company's activities 	<ul style="list-style-type: none"> • All Enterprise Coordinators receive up to three days of training by March 2019 with training for Enterprise Advisers and LEP skills leads as required • 750 delegates attend the annual conference in July 2018, of which at least 70% report that it has improved their understanding of careers and enterprise provision • Continue to develop toolkits and resources to support delivery in Enterprise Adviser Network with quarterly reporting on progress • Termly roundtables with the Ambassador Advisory Group, Head Teacher Advisory Group and Employer Advisory Group 	<p>£450,000 for training and development of the volunteer EAs, ECs and LEP skills leads</p>

<p>Digital support and tools to enable the Enterprise Adviser Network</p> <p>N.B. These activities also support the delivery of Objective 2/3 and wider organisation</p> <ul style="list-style-type: none"> • Update Compass self-assessment tool for schools and launch new Compass tool for colleges by September 2018 • New releases of Tracker and Provider Directory by November 2018 • Develop a new evaluation tool for young people to measure impact of funded activities from a young person's perspective • Develop and maintain website to enable easier access to resources for schools; colleges; providers and employers • Analysis of level of employer engagement (Closing the Gap report) required to support the Enterprise Adviser Network to deliver on Gatsby Benchmarks 	<ul style="list-style-type: none"> • 3200 schools and colleges to have completed Compass by March 2019 (to include at least 200 sixth form and FE colleges) • 2400 schools and colleges (matched with an EA) to have completed Compass • 1000 schools and colleges starting a plan in Tracker i.e. uploading at least one activity by March 2019 • Increase website traffic, use of digital tools, including the provider directory; views of video content and downloads of resources. Reporting on a quarterly basis • Pilot evaluation tool to measure impact of funded activities from a young person's perspective by end of October 2018 • Complete analysis on employer engagement (Closing the Gap report) by end of September 2018 	<p>£530,000 for digital developments to underpin the Enterprise Adviser Network</p>
<p><u>2. Investment Funds for employer engagement</u></p> <ul style="list-style-type: none"> • Extend CEF2016 contracts for schools and colleges outside of Opportunity Areas where there is demand and the ability to match fund employer encounters [CEF 2016 – Outside of OAs (Part B)] 	<ul style="list-style-type: none"> • 100,000 number of young people reached by CEF16 providers outside of Opportunity Areas by August 2019 	<p>£1,000,000 for CEF16 providers outside of Opportunity Areas</p> <p>£50,000 to facilitate sustainability and maximise impact for top providers</p>

<ul style="list-style-type: none"> Continue to deliver employer encounters in the Wave 1 Opportunity Areas through extending the CEF16 Part A contracts <p>[CEF 2016 – in Wave 1 OAs (Part A)]</p>	<ul style="list-style-type: none"> 70,000 number of young people reached in Wave 1 Opportunity Areas by August 2019 	£825,000 for virtual wallets to pay for employer encounters for schools and colleges in Wave 1 Opportunity Areas ²
<ul style="list-style-type: none"> Commence delivery of the Opportunity Areas Fund to increase employer encounters in Wave 2 Opportunity Areas to stay on track to ensure that young people in all OAs receive four meaningful encounters by the end of the OA programme <p>[OA Fund in Wave 2 OAs]</p>	<ul style="list-style-type: none"> 100,000 number of young people reached in Wave 2 Opportunity Areas by August 2019 300,000 meaningful encounters delivered in Wave 2 Opportunity Areas by August 2019 	£1,000,000 for virtual wallets for schools and colleges in Wave 2 Opportunity Areas
<ul style="list-style-type: none"> Deliver a new investment fund CEF18 to improve employer engagement for disadvantaged young people. This is part of the new £5 million fund named in the Careers Strategy to support disadvantaged young people <p>[CEF 2018]</p>	<ul style="list-style-type: none"> Number of young people reached in areas of disadvantage by CEF18 [metric to be set by Dec 2018 once fund contracting completed] Number of meaningful encounters delivered by CEF18 [metric to be set by Dec 2018 once fund contracting completed] 	£1,250,000 for virtual wallets for schools and colleges in 25 areas of disadvantage under CEF18
<ul style="list-style-type: none"> Deliver the mentoring fund to recruit mentors <p>[Mentoring Fund]</p>	<ul style="list-style-type: none"> 17,000 number of young people reached by mentoring providers by August 2019 	£2,100,000 for mentoring fund providers and recruitment of mentors
<p>Monitoring and evaluation of the investment funds</p> <ul style="list-style-type: none"> Identify programmes to fund through robust application process and maintain regular monitoring and performance management across the investment and mentoring funds Run monitoring and performance management of investment funds to evaluate progress against 	<ul style="list-style-type: none"> Governance arrangements in place, prospectuses launched on time, bids assessed, grants awarded to time for CEF 18 (timings to be agreed) 	<p>£165,000 external bid assessment and contracting support to ensure compliance and value for money including programme development</p> <p>£300,000 for quarterly fund management.</p>

² A virtual wallet is funding which we allocate to a school or college, to allow them to choose activities from a rate card of high quality providers.

<p>objectives and mitigate delivery risk</p> <ul style="list-style-type: none"> Run overall evaluation of the investment in employer encounters and mentoring to capture and share best practice and inform future rounds 	<ul style="list-style-type: none"> Quarterly reporting highlighting activity and fund performance at a project and whole-programme level as per Annex B Detailed analysis, bi-annually, provided to DfE of number of pupils engaged by programmes with breakdowns on gender, SEND, FSM, BAME, geographic where available Perform independent visits to verify grant reporting returns, identify risks and any mitigation actions, number of visits dependent on size and nature of funding Evaluation of the Investment Funding activities for CEF16 and mentoring fund to be published by end January 2019 Establish rigorous approach to testing and evaluation by end January 2019. Procure evaluation services by December 2018 	<p>This includes:</p> <ul style="list-style-type: none"> claim validation performance and risk reporting audit visits across funded activities for employer encounters, mentoring and opportunity areas <p>£200,000 external evaluation to understand the impact of the investment funds, assess delivery against objectives and identify opportunities to improve the investment process</p>
<p><u>Staffing to support delivery of objective 1</u></p> <ul style="list-style-type: none"> Build team to ensure Enterprise Adviser Network delivers KPIs Deploy regional team to coordinate and support local implementation and delivery and collaborate and create effective partnerships with Local Enterprise Partnerships (LEPs) and OAs to support Enterprise Adviser Network success and impact Build team to run investment fund process to identify beneficiaries and manage ongoing monitoring of funds 	<ul style="list-style-type: none"> Delivery of the KPIs set out above Progress on recruitment to be reported at monthly meetings 	<p>£1,640,000 supporting:</p> <ul style="list-style-type: none"> Enterprise Adviser Network and OAs programme support, including Regional Leads, employer engagement, school and college engagement and digital support Investment funding support for assessment, award and management Evaluation activities

<ul style="list-style-type: none"> • Ensure impact and manage risk of investment funds for careers and mentoring activities across assessment process, contract awarding and performance management • Provide programme support for the network, employer engagement, investment funds, digital tools and website 		
Total maximum cost:		£14,155,000

OBJECTIVE 2 – SUPPORT SCHOOLS AND COLLEGES TO DELIVER BEST PRACTICE CAREERS PROVISION, INCLUDING ESTABLISHING CAREERS HUBS AND TRAINING CAREERS LEADERS

Activities:	Key Performance Indicators:	Costs: Inclusive of VAT and expenses
<p><u>1. 20 Local Careers Hubs to deliver improvements on Gatsby Benchmarks</u></p> <p>Establishing Careers Hubs</p> <ul style="list-style-type: none"> • Establish 20 pilot Careers Hubs across the country which link together schools, colleges and other local organisations to deliver improvements against the eight Gatsby Benchmarks • Ensure all schools and colleges in Hubs make progress against all the Gatsby Benchmarks • Deliver a proportion of the new investment fund CEF18 to support Hubs to improve employer engagement and deliver impact focusing on need. This is part of the new £5 million fund named in the Careers Strategy to support disadvantaged young people 	<ul style="list-style-type: none"> • Prospectus launched and bidding process completed by end June 2018 • 20 Hubs have a grant agreement with the Company in place by September 2018 and all Hub Leads appointed and in post by end December 2018 • 75% of schools and colleges in Hubs matched to an EA by end December 2018 and the remaining 25% by March 2019 • All Hub Leads and Enterprise Coordinators in Hubs inducted and trained across all Gatsby Benchmarks. Training will include a 5 day training course for Hub Leads in October, including 3 days of training for Enterprise Coordinators • Baseline of all participating schools and colleges 	<p>£2,600,000 to include a hub central fund equivalent to at least £1000 per school and salaries for 20 Hub Leads</p> <p>£1,250,000 for virtual wallets for schools and colleges in 10 Hubs under CEF18</p>

	<p>in Hubs established by end October 2018 through completion of Compass, with termly updates thereafter to track progress towards achieving the Gatsby Benchmarks</p> <ul style="list-style-type: none"> • Number of young people reached and encounters delivered through CEF18 virtual wallets [metric to be set by Dec 2018 once fund contracted] 	
<p>Monitoring and evaluation of the Careers Hubs</p> <ul style="list-style-type: none"> • Evaluate the 20 Careers Hub pilots to demonstrate and understand the impact on schools and colleges delivering the Gatsby Benchmarks and share best practice and learning • Identify programmes to fund through robust application process and maintain regular monitoring and performance management in the Hubs 	<ul style="list-style-type: none"> • Establish rigorous approach to testing and evaluation by end January 2019 to understand: <ul style="list-style-type: none"> ○ whether being part of a Careers Hub helps schools/colleges to make quicker progress towards achieving the eight Gatsby Benchmarks compared to those not in Hubs ○ the impact of the additional virtual wallet funding for 10 of the 20 Hubs ○ Procure evaluation services by December 2018 	<p>£150,000 external bid assessment, monitoring and evaluation to understand the impact of the Careers Hubs, assess delivery against objectives and identify opportunities to improve the investment process</p>
<p><u>2. Careers Leaders training and bursaries</u></p> <p>Deliver the training programme</p> <ul style="list-style-type: none"> • Deliver 500 bursaries by end 2020 to train Careers Leaders so that they are equipped with the knowledge, behaviours and skills that they need to succeed in their role and ensure their school or college is making progress against the Gatsby Benchmarks • Priority access to Careers Leaders training places for OAs on a 1:2 ratio (CEC will fund one full bursary for every two places purchased by an OA) 	<ul style="list-style-type: none"> • Prospectus launched and training providers selected by July 2018 to deliver accredited and non-accredited training in line with the training specification agreed with DfE • Online self-study materials for Careers Leaders to be available to all mainstream schools and colleges in Quarter 3, with a particular focus on those who are not accessing the 500 training places 	<p>£1,500,000 for Careers Leaders bursaries</p>

	<ul style="list-style-type: none"> • Training programmes for Careers Leaders commenced for first 200 of 500 schools and colleges by end March 2019 across Hubs and Non-Hubs 	
<p>Monitoring and evaluation of Careers Leaders training</p> <ul style="list-style-type: none"> • Evaluation of the training for Careers Leaders • Identify training providers to fund through robust application process for and maintain regular monitoring and provider performance management 	<ul style="list-style-type: none"> • Procure evaluation by December 2018 • Establish rigorous approach to testing and evaluation by end January 2019 to understand the impact on the progress of a school or college towards meeting the eight Gatsby Benchmarks of having a trained Careers Leader 	£125,000 external fund assessment, monitoring and evaluation to understand the impact of the Careers Leaders bursaries, assess delivery against objectives and identify opportunities to improve the investment process
<p>Digital tools and support to enable Careers Leaders</p> <ul style="list-style-type: none"> • Build a Careers Leaders System, developing and integrating the existing Compass and Tracker tools, to help Careers Leaders to better manage their careers programmes in line with the Careers Strategy and the Gatsby benchmarks • Create API links to integrate the Careers Leaders System with other tools • Develop reporting to provide Careers Leaders with more granular management information 	<ul style="list-style-type: none"> • Pilot new Careers Leaders System in Spring 2019, that enables Careers Leaders to: <ul style="list-style-type: none"> - Easily find and organise careers activities - Review and improve their programme of activities - Access reporting on delivery of their careers programmes • Further KPIs will be defined following design phase in conjunction with delivery partner (Autumn 2018) 	£345,000 for development of digital tools
<p><u>Staffing to support delivery of objective 2</u></p> <ul style="list-style-type: none"> • Build team to ensure the 20 Careers Hub pilots deliver KPIs 	<ul style="list-style-type: none"> • Delivery of the KPIs set out above 	<p>£675,000 supporting:</p> <ul style="list-style-type: none"> - 20 Careers Hubs set-up and programme support, including proportion of Regional Leads,

<ul style="list-style-type: none"> • Deploy regional team to coordinate and support local implementation and delivery • Ensure impact and manage risk of investment funds for virtual wallet activities across assessment process, contract awarding and performance management • Team to run assessment process for Careers Leaders training providers and manage ongoing monitoring of delivery of bursaries across Hubs and Non-Hubs, including online training resource available for all • Provide programme support for the Hubs, employer engagement, investment funds, digital tools and website 		<p>employer engagement, school and college engagement</p> <ul style="list-style-type: none"> - Investment funding virtual wallets in 10 Hubs for assessment, award and management - Careers Leaders training programme, including digital tools and support - Research and evaluation activities
	Total maximum cost:	£6,645,000

OBJECTIVE 3 – HELP IMPROVE THE QUALITY AND COVERAGE OF CAREERS PROVISION BY TESTING AND EVALUATING NEW APPROACHES

Activities:	Key Performance Indicators:	Costs: Inclusive of VAT and expenses
<p><u>1. Personal guidance fund and sharing best practice</u></p> <ul style="list-style-type: none"> • Deliver a new £2.5 million fund to be allocated to schools, colleges and others to develop and evaluate best practice approaches to personal guidance (benchmark 8), including the continuing professional development of careers advisers. This is part of the new £5 million fund named in the Careers Strategy to support disadvantaged young people 	<ul style="list-style-type: none"> • Prospectus inviting bids launched by May 2018 with criteria to include targeting of disadvantaged young people • Phase 1 bids: assessed by July 2018, grants awarded by August 2018 • Phase 2 bids: assessed by February 2019, grants awarded by March 2019 	<p>£2,500,000 for personal guidance to pilot and evaluate what works in schools and colleges</p> <p>£140,000 for:</p> <ul style="list-style-type: none"> - external fund award costs including fund development and policy support - monitoring and evaluation to understand the impact of the fund,

<ul style="list-style-type: none"> • Publish 'What Works?' reviews of existing practices and research to test and evaluate new approaches • Monitoring and evaluation of Personal Guidance Fund 	<ul style="list-style-type: none"> • Baseline established by end October 2018 of schools and colleges participating in phase 1 fund achieving Benchmark 8 through completion of Compass with termly updates thereafter • Quarterly reporting highlighting activity and fund performance at a project and whole-programme level to include amounts granted, disseminated, Number of schools and colleges reached and Number of young people given a guidance interview • Procure evaluation services by January 2019 for pilots in personal guidance • Publish a 'What Works?' review of existing practice and research in personal guidance by September 2018 	<p>assess delivery against objectives and identify opportunities to improve the investment process</p> <ul style="list-style-type: none"> - 'What Works?' research - development and integrating with systems and website
<p><u>2. Pilot to support Special Educational Needs and Disabilities (SEND), disadvantaged and vulnerable young people</u></p> <ul style="list-style-type: none"> • Strand 1 - Deliver research, tools, resources and support to identify and share best practice and improve careers information, advice and guidance for young people in some disadvantaged and vulnerable groups; (SEND, looked after children/care leavers and Gypsy Roma Travellers(also an ethnic minority)) by June 2020 • Strand 2 - Drive an increase in employers offering encounters for young people with SEND so that employers feel more confident about employing young people with SEND and so that young people with SEND have great exposure to the workplace and raised aspirations about the world of work 	<ul style="list-style-type: none"> • Prospectus inviting bids launched by June 2018 • Grants awarded in October 2018, including agreeing delivery plans and KPIs with successful beneficiaries • Grant activity starts January 2019 • New guidance issued by Gatsby and CEC on how to interpret Compass for SEND pupils by December 2018 • Quarterly reporting highlighting activity and fund performance at a project and whole-programme level to include amounts granted, disseminated and number of employer encounters/engagement with (broken down by SEND/ Looked after children/Gypsy Roma Traveller and the SEND Employer Engagement strand) 	<p>£1,550,000 for SEND, disadvantaged and vulnerable to pilot and evaluate what works in schools and colleges</p> <p>£110,000 for:</p> <ul style="list-style-type: none"> - external fund award costs including fund development and policy support - monitoring and evaluation to understand the impact of the fund, assess delivery against objectives and identify opportunities to improve the investment process - development and integrating with systems and website

<ul style="list-style-type: none"> Monitoring and evaluation of pilots in both strands; (SEND, Looked after children/care leavers and Gypsy Roma Traveller). 	<ul style="list-style-type: none"> Procure evaluation services by January 2019 for pilots in both strands. 	
<u>3. Primary schools</u> <ul style="list-style-type: none"> Publish 'What Works?' reviews of existing practices 	<ul style="list-style-type: none"> Publish a 'What Works?' review of existing practice and research in primary schools by October 2018 Produce a toolkit for primary schools with the first content available by December 2018 	£50,000 for 'What Works?' research and toolkit
<u>Staffing to support delivery of objective 3</u> <ul style="list-style-type: none"> Ensure impact and manage risk of investment funds for personal guidance activities across assessment process, contract awarding and performance management Support SEND, disadvantaged and vulnerable pilots and evaluate what works in schools and colleges Deliver 'What Works?' review in primary schools and toolkit for primary schools Provide programme support for the investment and pilots, employer engagement, digital tools and website 	<ul style="list-style-type: none"> Delivery of the KPIs set out above 	£410,000 supporting: <ul style="list-style-type: none"> - Assessment, award and management of: <ul style="list-style-type: none"> o Personal guidance fund o SEND, disadvantaged and vulnerable pilot - Research and evaluation activities
	Total maximum cost:	£4,760,000

CENTRAL SUPPORT COSTS

Activities:	Key Performance Indicators:	Costs: Inclusive of VAT and expenses
<u>Core Staffing</u> <ul style="list-style-type: none"> Effective and efficient running of The Careers & Enterprise Company, including finance, human resources, external affairs, and office management 	Delivery of KPIs set out above	£1,785,000
<u>Operating costs</u> <ul style="list-style-type: none"> Office and facilities, IT infrastructure, legal and professional costs, staff training and development and other general operating costs 		£1,113,000
	Total maximum cost:	£2,898,000

Summary Table

Objectives and Activities		Costs: Inclusive of VAT and expenses
Objective 1: Help inspire and prepare young people for the fast changing world of work by rolling out employer engagement		
1. Enterprise Adviser Network to increase employer engagement in schools and colleges		£5,625,000
2. Investment Funds to fund employer engagement activities, including in Opportunity Areas		£6,890,000
Staffing to support delivery of objective 1, including Network regional and programme support, investment teams, digital resource and evaluation support		£1,640,000
Objective 2: Support schools and colleges to deliver best practice careers provision, including establishing Careers Hubs and training Careers Leaders		
1. 20 Local Careers Hubs to deliver improvements on Gatsby Benchmarks		£4,000,000
2. Careers Leaders training and bursaries to help schools and colleges deliver benchmarks		£1,970,000
Staffing to support delivery of objective 2, including Hub regional and programme support, investment teams, digital resource and evaluation support		£675,000
Objective 3: Help improve the quality and coverage of careers provision by testing and evaluating new approaches		
1. Personal Guidance Fund and sharing best practise		£2,640,000
2. Pilot to support SEND, disadvantaged and vulnerable young people		£1,660,000
3. Support for Primary schools		£50,000
Staffing to support delivery of objective 3, including regional support, investment teams, digital resource and evaluation support		£410,000
Central Support Costs		
Core staffing including finance, human resources, external affairs, office management and CEO office support		£1,785,000
Operating Costs including Office and facilities, IT infrastructure, legal and professional costs, staff training and development		£1,113,000
Total Cost		£28,458,000

Annex B Progress Report Template: Quarterly and Annual Quantitative reporting
The Careers & Enterprise Company, Grant reference number GR1000503

Date of return:				
Objective 1: Help inspire and prepare young people for the fast changing world of work by rolling out employer engagement				
Grow the Enterprise Adviser Network	1. Enterprise Adviser Network	March 18 Baseline	Target by March 19	Quarter X
	Number of schools and colleges signed up to the Enterprise Adviser Network e.g. requested an EA	2300	2900	
	Number of volunteer EAs recruited	2200	2700	
	Number of schools and colleges matched with an EA (including sixth form and FE colleges). To be reported as a total and broken down by institution type.	1700	2500	
	Co-fund Enterprise Coordinators (ECs) employed by LEPs	125	160	
	Proportion of Enterprise Adviser Network schools fully achieving benchmark 5, encounters with employers and employees	38%	50%	
	Proportion of Enterprise Adviser Network schools fully achieving benchmark 6, experience of workplaces	35%	45%	
	Proportion of Enterprise Adviser Network schools partially achieving benchmark 6, experience of workplaces	28%	35%	
	Satisfaction with Enterprise Adviser Network	Average in schools/colleges	High	70%
Average in EAs		High	70%	
Average in employers		High	70%	
Average in careers and enterprise providers		High	70%	
Cornerstone Employers	Number of Cornerstone employers recruited nationally	50	120	
Enterprise Adviser Network : Offer to schools in Opportunity Areas	Percentage of schools and colleges offered an EA in OAs	70%	100%	
	Percentage of schools and colleges matched with an EA in OAs (Target for this measure is 100% but 90% KPI to allow for EA churn)	47%	90%	
	Number of Cornerstone employers engaged in OAs (minimum of 5 per OAs)	50	70	
	Number of meaningful encounters, as defined by the Gatsby Foundation , delivered in OAs (through Enterprise Adviser Network and Investment Funds)	230,000	450,000 by August 2019	
	Proportion of Enterprise Adviser Network schools in OAs fully achieving benchmark 5, encounters with employers and employees	38%	60%	
Digital support and tools to enable the Enterprise Adviser Network	Number of schools and colleges that have completed Compass	2100	3200	
	Number of schools and colleges starting a plan in Tracker	n/a	1000	
	Number of schools and colleges (matched with an EA) to have completed Compass	1200	2400	
Mix of employers in Enterprise Adviser Network	Proportion of Enterprise Advisers engaged with schools by employer size (This is not a target but indication of mix)	<ul style="list-style-type: none">• Micro: 26%• Small: 16%• Med: 16%• Large: 42%	n/a	

Please note: Some KPIs are subject to change as delivery plans are finalised

Reach of CEF16 outside of Opportunity Areas (CEF2016 Part B)	2. Investment Funds to deliver employer engagement	March 18 baseline	Target to end of Fund August 2019	Quarter X
	£ granted	£2.8m	£2.8m	
	£ disseminated	£1.2m	£2.8m	
	Number of young people reached ³	64,000	100,000	
	Number of employer encounters	600,000	n/a	
Reach of CEF16 in Wave 1 Opportunity Areas (CEF 2016 Part A)	£ granted	£1.0m	£1.0m	
	£ disseminated	£0.3m	£1.0m	
	Number of schools reached	70	81	
	Number of young people reached ³	26,000	70,000	
	Number of employer encounters	160,000	n/a	
	Number of pupils supported in STEM projects	7000	n/a	
Reach of Opportunity Area Fund in Wave 2 Opportunity Areas	£ granted	£1.5m	£1.5m	
	£ disseminated	-	£1.5m	
	Number of schools reached	-	124	
	Number of young people reached ³	-	100,000	
	Number of employer encounters	-	300,000	
	Number of pupils supported in STEM projects	-	20,000	
Employer Encounters: Reach of CEF2018 Assessment underway with providers - KPIs to be set by December 2018	£ granted		£2.5m by March 2020	
	£ disseminated			
	Number of schools reached		tbc	
	Number of young people reached ³		tbc	
	Number of employer encounters		tbc	
	Number of pupils supported in STEM projects		tbc	
Mentoring Fund	£ granted	£4.2m	£4.2m	
	£ disseminated	£2.1m	£2.1m	
	Number of young people reached by mentoring providers	8700	17,000	
	Number of schools reached	540	n/a	
Objective 2: Support schools and colleges to deliver best practice careers provision, including establishing Careers Hubs and training Careers Leaders				
1. 20 Local Careers Hubs to deliver improvements on Gatsby Benchmarks		Date	Target to March 2019	Quarter X
	Number of Hubs created		20	
	Number of schools signed up		100%	
	Hub leads recruited		100%	
	EAs matched		100%	
	Gatsby Hub training provided to Hub leads and EC		100%	
2. Careers Leaders training and bursaries	Training providers contracted		Q3	
	Number of Careers Leaders commenced training (Hubs and non-Hubs)		200	
	Online Training for all available		Q3	

Objective 3: Help improve the quality and coverage of careers provision by testing and evaluating new approaches				
Personal Guidance Fund and sharing best practice		Date	Target to End of Fund March 2020	Quarter X
	£ granted		£2.5m	
	£ disseminated			
Contracting currently	Number of schools and colleges reached		tbc	

³ The number of young people reached is not reported on a unique basis as individual pupil data is not collected

underway.				
KPIs to be set by January 2019	Number of young people given a guidance interview		tbc	
Pilot to support SEND, disadvantaged and vulnerable As above, KPIs to be set by September 2018	£ granted		£1.7m	
	£ disseminated			
	Number of employer encounters (broken down by SEND/ Looked after children/ Ethnic Minority and SEND Employer Engagement strand)		tbc	