

Baroness Nicky Morgan Chair
c/o The Careers & Enterprise Company 120
Aldersgate St,
London EC1A
4JQ

29th March 2023

Subject: **Grant Offer Letter for The Careers & Enterprise Company**

Commercial Reference Number – 6925

Dear Baroness Morgan,

1. This letter confirms that a grant will be awarded to **The Careers & Enterprise Company** so that more young people benefit from high impact careers support. The value of the grant is up to £29.7 million for use during the period beginning 01/04/2023 and ending 31/03/2024.
2. Through this grant, the Company is a key partner in delivering the Skills for Jobs white paper and this agreement reflects its role to support government in achieving these aims.
3. To deliver the role, as set out in the Skills for Jobs white paper, the Company shall use all reasonable endeavours to achieve the following objectives:
 - **Full national roll-out of Careers Hubs:** Grow the Network of Careers Hubs and develop tools and support for the network and employers. Linking schools and colleges to employers and other external careers providers through the Network of Careers Hubs including coordination and alignment with other programmes including the National Careers Service and ASK programme.
 - **Careers and Education Leadership:** Providing training and support for Careers Leadership in schools and colleges; supporting implementation of a best practice standard for careers support; and maintaining and increasing alignment with the National Careers Service.
4. This is a first version of the 2023-24 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. This Grant Funding Agreement may also be varied to allow for other changes and amendments as agreed between the parties.

5. This Grant, and subset of the objectives, have been agreed subject to the Department providing additional funding to the Company in FY23-24, to deliver programmes that will run to the end October 2024. This is on the basis that the Department can only fund activity that takes place within the financial year. Funding will be awarded to the Company via either an extension to this grant funding agreement or a separate grant funding agreement in the next financial year, subject to the outcome of Business Planning for FY23-24.

CODE OF CONDUCT FOR GRANT RECIPIENTS AND BRANDING MANUAL

6. The Grant Recipient agrees to comply with the [Code of Conduct](#) and ensure that its Representatives undertake their duties in a manner consistent with the principles set out in the Code of Conduct. The Grant Recipient shall immediately notify the Authority if it becomes aware of any actual or suspected breaches of the principles outline in the Code of Conduct.
7. The Grant Recipient shall at all times during and following the end of the Funding Period:
 - comply with requirements of the Branding Manual in relation to the Funded Activities;
 - cease use of the Funded by UK Government logo on demand if directed to do so by the Authority;
 - adhere to the UK Government Branding Policy Guidance available at [2022-06-01-UKG-Branding-Grants-Policy-Guidance-v1.0.pdf \(civilservice.gov.uk\)](#).
8. Branding Manual means the HM Government of the United Kingdom of Great Britain and Northern Ireland Branding Manual Funded by UK Government first published by the Cabinet Office in November 2022, and is available at <https://gcs.civilservice.gov.uk/guidance/marketing/branding-guidelines/>, including any subsequent updates from time to time.
9. The department will notify you of any additional branding requirements you are required to comply with, should they arise during the term of this funding agreement.
10. As a grant recipient of funding from the Department, you must ensure that you are aware of your obligations under the General Data Protection Regulation (GDPR). This is on the basis that, for the purposes of grant funding and the terms of funding between the Department and the Company you do not process Personal Data on behalf of the Department. Should the Department require you to process Personal Data on their behalf, then the Department will issue written instructions to you in connection with such processing. The Company shall comply with its obligations under the Retained Regulation (EU) 2016/679 (UK GDPR)

and the Data Protection Act 2018 as applicable to general processing of personal data (the UK GDPR regime).

11. Clause 39.1 of the general terms and conditions refers to changes in project personnel. With like for like recruitment, CEC will continue to notify the Department of personnel changes in relation to this Grant Funding Agreement. With non-like for like, CEC will notify the Department before any changes in head count, salary, and delivery role. The method of exchanging this information for the purposes of this Grant Funding Agreement are agreed to be through monthly and quarterly review meetings. Any amendments proposed to this delivery method will be agreed by both parties.
12. The specific activities and objectives that the Company is responsible for, and will be held accountable for, can be found in Annex F. The Department recognises your agreement to deliver these and will support you where appropriate, including in respect to the multiple stakeholders upon whom the delivery is dependent.
13. This Grant will be paid quarterly in advance in line with Annex D and clause 10.1 of the terms and conditions of this Grant Funding Agreement.
14. We expect the Company to comply with the Department's end of year reporting processes and to provide information, as requested, a minimum of 15 days prior to the end of this Grant Funding Agreement.
15. The power under which the grant is to be paid is Section 14 of the Education Act 2002 and will accordingly be paid only in respect of approved expenditure incurred by The Careers & Enterprise Company for the purpose of funded activities.
16. All staffing costs included in Annex F are inclusive of all relevant taxes such as PAYE, National Insurance, pension contributions, administrative costs, expenses, and all other relevant costs.
17. This correspondence constitutes a Grant Offer Letter. This letter will form an integral part of the Grant Agreement. This offer is subject to the provisions, limitations and conditions set out below, and to the attached Department for Education general Grant Terms and Conditions¹.
18. You should read all annexes and general T&Cs carefully before accepting the offer of funding. Failure to observe these terms and conditions may result in the funding being withdrawn.
19. In addition to providing a signed copy of this agreement, you are then requested to follow the instructions on Bank Account Details (Annex B)

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

and provide your organisation's bank account details. This will allow us to set your organisation up on the Department's payment system to receive the grant. Payment claims can only be sent to the DfE once the Grant Agreement has been signed and any pre-disbursement conditions have been met. Payments will be disbursed into the bank account number provided through the DfE suppliers' bank details process provided by the Careers & Enterprise Company.

20. Please note that any delays in returning the documents could result in a delay to the grant payment.
21. The Grant Manager for this Project at the DfE Careers Policy Unit is Lorna Robinson (Lorna.Robinson@education.gov.uk). We look forward to working with you to bring about the rapid signature of the Grant Agreement.

ACCEPTANCE OF OFFER

22. If you wish to accept this offer of a grant, please sign both copies of the enclosed grant funding agreement [Annex A] in the space provided and return one of them to Lorna Robinson by post by 20th April 2023. Please retain the other copy for your records. You must accept this grant offer and the conditions made in it in writing no later than 10 days from the date of this letter.
23. If you cannot return the acceptance by the specified date, please contact me before that date to explain the reasons. Otherwise, we will assume that the offer has been refused, and it will be withdrawn without further correspondence.

Yours sincerely,

Ceri D'Mello

For and on behalf of Department for Education
Higher and Further Education Commercial Web:
www.education.gov.uk

**Details of Grant Resource Budget Allocation – The
Careers & Enterprise Company, Commercial Reference Number: 6925**

<u>Activity</u>	<u>Cost (FY 23-24)</u>
1 – Full national roll-out of Careers Hubs	
Delivery against priorities 1-5 to enable Careers Hubs	£15,400,000
Support to enable Careers Hubs	£1,300,000
Staffing to support delivery of Careers Hubs	£2,100,000
2 – Careers and Education Leadership	
Delivery against priorities 1-5 to enable Careers and Education Leadership	£3,100,000
Support to enable and improve Careers and Education Leadership	£800,000
Develop digital products to support Careers and Education Leadership	£2,000,000
Staffing to support delivery of Careers and Education Leadership	£2,100,000
Central Support Costs	
Core staffing	£1,900,000
Operating Costs	£1,000,000
Total Cost	£29,700,000

Funding Requirements for FY23-24

Funding for the EAN and Careers Hubs will be delivered across two financial years (FY23-24 and FY24-25). This is on the basis that the Company is funded to deliver programmes to the end of October 2024.

The Company have provided the following funding profiles across financial years:

Activity	Total amount	Funding provided in 2023-24	Funding provided in 2024-25
Careers Hubs	£20,700,000	£15,400,000	£5,300,000
All other activities	£14,500,000	£14,300,000	-
<u>Total</u>	£35,200,000	£29,700,000	£5,300,000

This is an indicative budget profile which will be formally reviewed and reforecast quarterly and will be kept under review monthly.

The Department will pay this Grant to The Careers & Enterprise Company in accordance with a payment schedule agreed with The Company, subject to the Company meeting the requirements of this Grant Funding Agreement.

List of Activities for which the grant is being paid

The Careers & Enterprise Company, Commercial Reference Number:
6925

The activities set out in this Grant Funding Agreement (GFA) are in service of five priorities:

Priority 1: Raise the quality of careers provision in schools and colleges against the Gatsby Benchmarks through training for the education workforce, targeted support and quality assurance

Priority 2: Provide more high-quality experiences with employers for students and teachers – with a focus on current areas of need

Priority 3: Amplify apprenticeships, technical and vocational routes – including by supporting the implementation of the Provider Access Legislation (PAL)

Priority 4: Target interventions for economically disadvantaged young people (Free School Meals (FSM)) those who face barriers

Priority 5: Connect careers provision in schools and colleges to the needs of local economies (as articulated through Local Skills Improvement Plans (LSIPs))

Key 2023/24 goals include:

1. 5.5 average performance against the Gatsby Benchmarks across Careers Hubs; faster progress for schools serving the most disadvantaged young people including Special Schools and Alternative Provision
2. 65% of schools and colleges meeting Gatsby Benchmark 6 (experiences of the workplace), with faster progress for schools serving the most disadvantaged young people including Special Schools and Alternative Provision
3. 85% of young people fully aware of apprenticeships by Year 11; 70% of young people 'career ready' by Year 11, 80% by Year 13
4. 90% of Careers Leader workforce accessing training and development
5. 80% of employers working with Hubs report that business engagement is helping young people to be more ready for work

Two delivery mechanisms for supporting these priorities are:

1. Careers Hubs, which bring together schools, colleges, employers and providers at a local level and are contracted against the priorities above
2. Careers and Education Leadership (including a maturity model and support to the wider education/support workforce)

These mechanisms are supported by coordination and coherence with national and local partners to:

- a. Embed local economic priorities within careers support
- b. Align with the National Careers Service, the ASK programme, DWP Support for Schools offer and other careers providers and youth bodies
- c. Ensure Careers Hubs support access to schools and colleges for the wider skills agenda, including LSIPS, Apprenticeships, T-Levels and Higher Technical Qualifications (HTQs)

1 – FULL NATIONAL ROLL-OUT OF CAREERS HUBS

Activities:	Key Performance Indicators:	FY 23/24 Costs inclusive of VAT and expenses:
<p>Priority 1: Raise the quality of careers provision in schools and colleges</p>	<p>By August 2024:</p> <p>Careers Hub Growth:</p> <ul style="list-style-type: none"> • All eligible institutions are offered the opportunity to join a Careers Hub with a minimum of 95% (4,750) being part of a Careers Hub • Hub Leads and Enterprise Co-ordinators (Ecs) in place to support full coverage • Support available to all non-Career Hub Institutions to prepare them for entry to a Careers Hub – the ‘Activation stage’ • Coordination with other programmes including the National Careers Service and the ASK programme and professionals outside the education workforce (e.g. youth workers, DWP Support for Schools service, Local Authority/Combined Authority teams). Align work with local and national providers <p>Gatsby Benchmark progress:</p> <ul style="list-style-type: none"> • An average of 5.5 Gatsby Benchmarks achieved across Careers Hubs, with faster progress being made by institutions in the upper two quartiles of FSM, Special Education Needs and Disabilities (SEND) Institutions and Alternative Provision 	<p>£15.4m</p>

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| | <ul style="list-style-type: none">• Monitoring and reporting of progress of institutions towards achieving Gatsby Benchmark 1• 90% of all institutions in Careers Hubs achieving at least 3 Gatsby Benchmarks, with targeted support provided by Careers Hubs• At least 20% of institutions in a Careers Hub achieving all 8 Benchmarks | |
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<p>Priority 2: Drive more high-quality experiences with employers for students and teachers</p>	<p>By August 2024:</p> <p>Experiences of the World of Work:</p> <ul style="list-style-type: none"> • 80% of Careers Hub institutions fully achieving Gatsby Benchmark 5 – Encounters with Employers – with faster progress made by institutions in the upper two quartiles of FSM, Special Schools and Alternative Provision and faster progress for schools serving the most disadvantaged young people including Special Schools and Alternative Provision • 65% of Careers Hub institutions fully achieving Gatsby Benchmark 6 – experiences of the workplace – with faster progress made by institutions in the upper two quartiles of FSM, Special Schools and Alternative Provision <p>Cornerstone</p> <p>Employers:</p> <ul style="list-style-type: none"> • Each Careers Hub has a Cornerstone Group and Cornerstone Employer Chair in place • Each Careers Hub evidences the number of institutions in the upper two quartiles of FSM, SEND Institutions and AP their Cornerstone Employer Group has supported via the work of the group • Cornerstone Employer Chairs and their Groups support the development of the Employer Standards by taking part in testing of the pilot product and development of resources • All Cornerstone Employers undertake the annual Employer Standards 	
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self-assessment survey to support achieving a national baseline Local Skills

Improvement Plans (LSIPs):

- Every Careers Hub will have a communication and delivery plan regarding LSIPs embedded in their strategic Hub plan
- Career Hubs will connect all Cornerstone Employer Groups to and feed into the LSIPs and their implementation
- Careers Hubs provide guidance to institutions on how they can reflect local skills needs (including LSIPs) in their careers provision

Skills Based Volunteering:

Capture and drive forward the quantity of volunteers that support Career Hub institutions, including the following:

- Becoming a Careers Link Governor
- Supporting an institution as an Enterprise Adviser (EA)
- Supporting an institution through encounters with employers or employees
- Maintain at least 4,000 Eas across the Career Hub Network
- Every Careers Hub will have a bank of Eas to be deployed as appropriate, based on local need, and should encourage diversity, expanding horizons for under-represented groups
- Every institution in a Careers Hub offered the support of an EA

	<ul style="list-style-type: none"> • A minimum of 80% of institutions in the Careers Hub will receive EA(s) support at least once during the academic year <ul style="list-style-type: none"> • At least 70% of Eas are satisfied with their experience • At least 70% of educational institutions are satisfied with the support they are receiving from an EA • At least 70% of employers of Eas see the benefit of their staff member being an EA <p>Teacher Encounters:</p> <ul style="list-style-type: none"> • 1,000 teachers within Careers Hubs participate in an industry encounter supported by Cornerstone Employers and other Hub employer engagement 	
<p>Priority 3: Amplify apprenticeships, technical and vocational routes</p>	<p>By August 2024:</p> <p>Provider Access Legislation (PAL):</p> <ul style="list-style-type: none"> • Support the implementation of PAL by communicating changes, co-ordinating Providers and schools through Careers Hubs, supporting 	

resources and tools including using Compass+ to track progress, and being a point of escalation

- Compliance of PAL is monitored and reported nationally through Compass+ completions
- Support schools and providers to record and deliver provider access requirements, including through the development of bespoke resources, tailored support to hubs, and management of the procedure whereby providers can raise concerns

Technical and Vocational Routes:

- The Careers Hub delivery fund will ensure every Careers Hub will deliver activity focused on amplifying technical and vocational education, raising awareness and removing barriers for young people. This will be delivered by:
 - CEC providing each Careers Hub with local and national data and insight to guide them in analysing factors that are inhibiting the take up of Apprenticeship and Technical education (ATE) pathways
 - Every Careers Hub convening or utilising an expert group, representing a diverse set of views including those of employers, education institutions and young people, to agree a common view of the current state of ATE transitions
 - Every Careers Hub will deliver at least one initiative to improve the ability of young people to take up ATE pathways under CEC's

	<p>ATE Framework. These initiatives will be designed and delivered collaboratively with due recognition of the role of existing national and local programmes such as ASK</p>	
<p>Priority 4: Focus on interventions for economically disadvantaged young people (Free School Meals (FSM)) and those who face barriers</p>	<p>By August 2024:</p> <ul style="list-style-type: none"> • All Careers Hubs will deliver activity to support young people in making effective transitions into positive destinations via the Hub Delivery Fund • Pilot projects run with Career Hubs and other partners to develop effective ways of reducing the risk of young people becoming Not in Education, Employment or Training (NEET) and support positive destinations, linking local risk of NEET indicators with national datasets and our digital tools 	
<p>Priority 5: Connect careers provision in schools and colleges to the needs of local economies</p>	<p>By August 2024:</p> <p>Future Industry:</p> <ul style="list-style-type: none"> • All Cornerstone Employer Groups support Future Industry programmes contained within their LSIP • All Careers Hubs aligned to Future Industries set out in their LSIP • Each Careers Hub with employer input will identify at least one core Future Industry and provide direct support to institutions in embedding this within their careers education <p>Strategic Partnership Fund:</p>	

	<ul style="list-style-type: none"> • A pilot with a minimum of 2 Career Hubs for a new Strategic Partnership Fund providing greater flexibility to respond to local careers priorities for young people <p>Aligning with local partners on broader activities to deliver careers provision:</p> <ul style="list-style-type: none"> • Partnering with devolution trailblazers on the careers agenda, working with relevant Mayoral Combined Authorities to convene organisations with a role in careers provision 	
<p><u>Support to enable Careers Hubs</u></p> <p>Develop and maintain digital products to support the delivery of Careers Hubs</p>	<p>By March 2024:</p> <ul style="list-style-type: none"> • Development of existing data collection/management tools, including the Enterprise Adviser Network Register (EANR) used by all Careers Hubs across the country to record activity and track progress against targets • Development of functionality within digital tools to collect and share data with Careers Hubs to deliver the priorities of increased experiences with employers, awareness of Apprenticeships and technical education, and positive progression • Develop the Employer Portal in line with business and user feedback, including a pilot stage followed by incremental development and improvement • At least 250 employers test the Employer Standards self-assessment tool, with a recommendations report and data dashboard in the Employer Portal to support refinements prior to launch before March 2024. The 	<p>£1.3m</p>

	dashboards produced will include data on impact of businesses on the schools and colleges that they work with	
Understand impact and improve quality, targeting and delivery	<p>By March 2024:</p> <ul style="list-style-type: none"> • Survey practitioner and other audiences across the careers system to understand current practice, barriers to delivery and opportunities to improve quality of experience and outcomes for young people, including a specific focus on high quality experiences with employers • Collect and distil insights from all interventions, to improve practice and commissioning • Develop our understanding of young people's experiences, aspirations and career readiness through the Future Skills Questionnaire (FSQ) and young person's voice activity (including from the CEC Youth Advisory Group) • Develop CEC analysis and insights of student destinations and outcomes, through using external and CEC data • Analyse Compass+ data and share insights with practitioners to encourage improvement • Analyse baseline data from Employer Standards and share insights with Careers Hubs, business and sector bodies to encourage improvement • Develop data insights to inform targeting of interventions for young people receiving FSM and cohorts who face barriers 	

	<ul style="list-style-type: none"> • Bring these insights together into a national picture that points to opportunities for improvement across the careers system • Collaborate where appropriate (and within bounds of data protection and CEC's classification governance) with DfE colleagues around opportunities for joint analysis and learning to develop policy for a more outcome-focused careers system 	
<p>Evaluate all communications activity that supports the delivery of Careers Hubs</p>	<ul style="list-style-type: none"> • Quarterly and annual evaluation of communications activity submitted to DfE 	
<p><u>Staffing to support delivery of Careers Hubs</u></p> <ul style="list-style-type: none"> • Ensure Careers Hubs deliver KPIs by providing central coordination and support for local implementation and delivery • Collaborate and create effective partnerships with local partners to support local implementation and delivery 	<ul style="list-style-type: none"> • Delivery of the KPIs set out above 	<p>£2.1m</p>

<ul style="list-style-type: none"> • Build relationships with employers and partners to share best practice and support schools and colleges and provide encounters for young people • Develop tools, resources, training, and events to enable delivery 		
Total Maximum Cost		18.8m

2 – Careers and Education Leadership

Activities:	Key Performance Indicators:	FY 23/24 Costs inclusive of VAT and expenses:
<p>Priority 1: Raise the quality of careers provision in schools and colleges</p> <p>Development of Careers Leadership and Careers Hub Leadership</p> <p>Continuous System Leadership and elevation of professional status</p>	<p>By August 2024:</p> <p>Quality of Provision:</p> <p>Continued development and roll out of Careers Impact Review System (CIRS):</p> <ul style="list-style-type: none"> • Commence roll out of CIRS self-assessment and peer-to-peer tools available to all Careers Hubs nationally • Deliver trust-to-trust facilitation training to trusts with central strategic careers leadership model to 20 Central Strategic Careers Leaders • Extend the pilot phase to 25 national system reviews including a theme exploring the challenges and barriers to achievement of Gatsby Benchmark 1 • Development and pilot of the Careers Hub Professional Development Framework aligning Careers Hub professional development to CIRS • All Careers Hubs to have an agreed learning and development plan which reflects the needs of the Hub informed through the Careers Hub Strategic Improvement Plan 	<p>£3.1m</p>

<p>Priority 1: Raise the quality of careers provision in schools and colleges</p> <p>Priority 4: Focus on interventions for economically disadvantaged young people (Free School Meals (FSM)) and those who face barriers</p> <p>Qualifications, Professional Learning and Development</p>	<p>By January 2024:</p> <ul style="list-style-type: none"> • Develop and deliver online professional careers awareness training for the wider education workforce to include development and continued roll out of modules for 250 multi-agency professionals working with targeted disadvantaged and vulnerable groups, to include: <ul style="list-style-type: none"> ○ Care leavers ○ SEND and disabled young people ○ Elective Home Educated (EHE) young people <p>By October 2024:</p> <p>Careers Leader Training and Professional Development Fund:</p> <ul style="list-style-type: none"> • Deliver 650 differentiated Careers Leader Training Places (to reach a cumulative 4,350) by October 2024 across all education sectors: <ul style="list-style-type: none"> ○ Schools ○ Special Schools (including Independent Special Schools (ISS)) ○ AP/Pupil Referral Unit (PRU) settings ○ Independent Training Providers (50 x Distance learning only) ○ Colleges • Procure, develop, and deliver 250 distance learning top-up training places for Careers Leaders with prior accredited/historic training • Scope digital continuing professional development into bite-sized modular learning (micro learning credentials) for future training offers and 	
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	<p>ongoing CPD to enable efficiency and sustainability</p> <ul style="list-style-type: none"> • Develop and deliver teacher development through online learning modules for careers awareness and linking curriculum with careers in line with the expectations of good practice in the Gatsby Benchmarks. Training delivered to 2,000 subject teachers • On-going development of the CEC Teacher and Wider Education Workforce Development Strategy 	
<p>Priority 1: Raise the quality of careers provision in schools and colleges</p> <p>Centralised professional learning and development</p>	<p>By August 2024:</p> <p>Careers Hub Leadership Development:</p> <ul style="list-style-type: none"> • Deliver blended programme of professional development to all Careers Hubs to enable effective Careers Hub Leadership including: <ul style="list-style-type: none"> ◦ Offer every Careers Hub Lead up to 6 days in total of leadership development ◦ Offer a standardised programme of development for all Ecs up to 4 days in total • Scope and offer multi-cohort professional leadership development for existing and aspirant Careers Hubs and Central Trust Leaders 	
<p><u>Support to enable and improve Careers and Education Leadership</u></p>	<p>By March 2024:</p> <ul style="list-style-type: none"> • To improve the quality of careers provision, continue to develop the Digital Hub offer for Eas, Ecs and Hub Leads to access resources, training, and information 	<p>£0.8m</p>

<p>Tools, resources, and guidance including digital development and engagement</p>	<ul style="list-style-type: none"> • Deliver coordinated audience engagement activity (for example digital newsletters, targeted resources such as bespoke PAL support to audiences, training notifications and updates, sharing guidance and best practice, event and provider updates via Digital Hub) for all audiences: <ul style="list-style-type: none"> ○ Hub Leads ○ Careers Leaders ○ Education Leaders ○ Enterprise Coordinators ○ Enterprise Advisers ○ Young People/Parents • Deliver Excellence Seminars to elevate professionalisation of Careers Leadership 	
<p>Priority 1: Raise the quality of careers provision in schools and colleges</p> <p>Priority 3: Amplify apprenticeships, technical and vocational routes</p> <p>Priority 4: Focus on interventions for economically disadvantaged young people (Free School Meals (FSM)) and</p>	<p>By March 2024:</p> <p>Communities of Practice and Improvement (CoP/Col):</p> <ul style="list-style-type: none"> • Deliver a national Community of Practice for all Careers Hub Leads • Deliver national sector-based Communities of Improvement and development projects for: <ul style="list-style-type: none"> ○ Inclusion (SEND/AP/PRUs): <ul style="list-style-type: none"> ▪ 100% of new Ecs to be offered SEND induction via Digital 	

<p>those who face barriers</p> <p>Connecting and Collaborating</p>	<p>Hub</p> <ul style="list-style-type: none"> ▪ SEND transition to Further Education (FE) focus – development of an online module and engagement activity including 2 SEND specific <i>What Works</i> videos ▪ Half-termly targeted events and activities for practitioners within Col focus (NEET reduction, Gypsy, Roma and Traveller (GRT), Looked After Child (LAC), Special Educational Needs Coordinators) • ▪ Develop strategic partnerships and run half termly events with organisations to enable parental signposting for young people with additional needs (National Association for Special Educational Needs (NASEN), Natspec, PRUsAP) ○ Multi Academy Trusts (MATs): <ul style="list-style-type: none"> ▪ Continue to grow Col for trusts with 10+ schools, to mirror growth in the national trust community ○ Further Education and Skills: <ul style="list-style-type: none"> ▪ 100% Ecs to be offered online Further Education and Skills (FES) induction through the Digital Hub ▪ Transition to FES focus – development of an online module and engagement activity including 3 x FES <i>What Works</i> videos <p>Works videos</p>	
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- ITP sector development:
 - Deliver 50 online inductions
 - Deliver 50 distance learning training places
 - Col administered/supported in partnership with Association of Employment and Learning Providers (AELP) through half-termly events

- By January 2024 develop guidance for FES practitioners and make available via AoC and AELP sites, entitled:

Effective Careers Approaches for employed apprentices

- **Careers Delivery Providers:**

- Continue to grow the community of Careers Delivery Providers and develop the Provider Director to amplify profiles and develop practice
- At least three times a year engage with sectors through national themed roundtables and Advisory Groups for the purpose of supporting continuous improvement in careers provision from:
 - Education leaders
 - Education sectors
 - Young people representative of target programmes

<p>Evaluate all communications activity that supports the delivery of Careers and Education Leadership</p>	<ul style="list-style-type: none"> Quarterly and annual evaluation of communications activity submitted to DfE 	
<p><u>Develop and maintain digital products to support the delivery of Careers and Education Leadership</u></p> <p>Increase usage of Compass+ in schools and with other key audiences</p>	<p>By August 2024:</p> <ul style="list-style-type: none"> At least 400 institutions having completed 10 or more Future Skills Questionnaires during the academic year, with an increase in overall completions compared to academic year 2022-23 (figure to be confirmed in Q2) <p>By March 2024:</p> <ul style="list-style-type: none"> At least 3,500 institutions onboarded to Compass+ Further development and maintenance of Compass+ and other digital products to: <ul style="list-style-type: none"> Improve careers provision in schools and colleges Support provision of more high-quality experiences with employers for students and teachers Amplify apprenticeships, technical and vocational routes Provide data to help target interventions for economically disadvantaged young people and to connect careers provision in schools and colleges to the needs of local economies 	<p>£2.0m</p>

	<ul style="list-style-type: none"> • Discovery into the collection and use of destinations data • Scoping and initial development of a Virtual Careers Hub for Careers Leaders, integrating with other key digital products • Scoping the development of a digital tool and processes to support CIRS <ul style="list-style-type: none"> • Pilot and rollout of Compass evaluations for ITPs • Discovery into the feasibility of developing Compass+ for ITPs and FE Colleges • 90% customer satisfaction for users of Compass+ digital products support 	
<p><u>Staffing to support the delivery of Careers and Education Leadership</u></p> <ul style="list-style-type: none"> • Team to manage ongoing development delivery and of training and digital tools for Careers Leaders and wider education stakeholders 	<p>Delivery of the KPIs set out above</p>	<p>£2.1m</p>

Total Maximum Cost	£8.0m
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CENTRAL SUPPORT COSTS

Activities:	FY 23/24 Costs inclusive of VAT and expenses:
Core staffing including: finance, human resources, strategy and communications, office management and Executive office	£1.9m
Operating Costs including: office and facilities, IT infrastructure, legal and professional costs, staff training and development, and media and central communications	£1m
Total maximum cost:	2.9m
TOTAL OVERALL	£29.7m