



Department
for Education

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

24/04/2019

Dear Mrs Hodgson,

Grant Offer Letter for The Careers & Enterprise Company, Grant reference number GR1000765

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 support. The value of the grant is £24,284,000 for the period commencing 01/04/2019 and ending 31/03/2020 and such grant is subject to the Department for Education [Grant Terms and Conditions](#)¹.

3. This grant has been agreed subject to the Department providing additional funding to the Company to deliver programmes that will run to the end of the academic year in August 2020. Funding will be awarded to the Company via a separate grant funding agreement in the next financial year, subject to the outcome of the Spending Review.

4. This Grant Offer Letter, relevant annexes and the Grant Terms and Conditions together make up the Grant Funding Agreement.

5. This is a first version of the 2019-20 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.

6. 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's 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

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

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. This includes continuing to support the 20 existing Careers Hubs; establishing and supporting 20 new Hub areas by March 2020; and by funding training for at least 1300 Careers Leaders by the end of August 2020.

7. 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. Building Networks: Linking schools and colleges to employers and other external careers providers through the Enterprise Adviser Network and Careers Hubs.
 - Objective 2. Supporting Careers Leaders: Providing training and support for Careers Leaders in schools and colleges.
 - Objective 3. Backing the Gatsby Benchmarks: Supporting implementation of a best practice standard for careers support, the Gatsby Benchmarks, with tools and targeted funding.
8. 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. The Department recognises the ambitious nature of the key performance indicators and that meeting these is dependent on the work of multiple stakeholders involved in delivery.
9. As a grant recipient of funding from the Department, you must ensure that you are aware of your obligations under the GDPR. This is on the basis that, for the purposes of grant funding and the terms of funding between the Department and your organisation i) you do not process Personal Data on behalf of the Department, ii) you are Data Controller of any Personal Data processed as part of the activity you undertake, and iii) you are entirely responsible for compliance with the GDPR. Should the Department require you to process Personal Data then the Department will issue written instructions to you in connection with such processing.
10. The Company has recently reviewed its sustainability plan in line with requirements set out in the 2018-19 Grant Funding Agreement. The new plan supersedes the previous version and acknowledges that the remit and scope of the CEC has changed since the Company was established. The latest sustainability plan sits alongside this GFA (see Annex K) and is clear that the continuation of public funding is essential for the Company to continue the expanded role that government has asked it to play to help deliver the Careers Strategy.
11. 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.
12. 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.

13. 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	- Acceptance of Grant Offer and Effective date
Annex K	- Sustainability Plan

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

Yours sincerely,

Richard Simper
Deputy Director, Careers and Basic Skills

OBJECTIVE 1 – BUILDING NETWORKS

Activities:	Key Performance Indicators:	Costs: Inclusive of VAT and expenses
<p><u>1. Grow the Enterprise Adviser Network</u></p> <p>Grow the Network</p> <ul style="list-style-type: none"> Expand the Enterprise Adviser Network (EAN) 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 secondary schools and colleges including 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) 	<ul style="list-style-type: none"> 3800 schools and colleges signed up to the EAN 3600 volunteer EAs recruited 3000 schools and colleges matched with an EA Co-fund a minimum of 200 ECs employed by LEPs (fully funded in OAs) <p>By August 2020:</p> <ul style="list-style-type: none"> 60% of schools and colleges in the EAN fully achieving Gatsby Benchmark 5* 50% of schools and colleges in the EAN fully achieving* Gatsby Benchmark 6 40% of schools and colleges in the EAN partially** achieving Gatsby Benchmark 6 <p>* To be revisited in line with Compass data in Summer 2019</p> <p>** ** Partially achieving a benchmark: schools and colleges must fully meet at least one sub-benchmark in order to partially achieve Gatsby Benchmark 6. To achieve a sub-benchmark, Gatsby requires 'the overwhelming majority of students' to have had a given experience (76-100%).</p>	<p>£6,401,000</p>
<p>Deliver strong employer engagement in the Opportunity Areas (OA)</p> <ul style="list-style-type: none"> Deliver four or more meaningful employer encounters with the world of work to all young people in secondary schools and colleges in each OA 	<ul style="list-style-type: none"> All schools and colleges in OAs are offered an EA 90% of schools and colleges signed up to the EAN matched at least once with an EA <p>By August 2019:</p> <ul style="list-style-type: none"> 450,000 meaningful employer 	

	<p>encounters, as defined by the Gatsby Foundation, delivered in OAs</p> <p>By August 2020:</p> <ul style="list-style-type: none"> • 70% of schools in OAs fully achieving Gatsby Benchmark 5, encounters with employers and employees • 750,000 meaningful employer encounters, as defined by the Gatsby Foundation, delivered in OAs 	
<p>Recruit and manage Cornerstone Employers</p> <ul style="list-style-type: none"> • Recruit Cornerstone Employers to drive delivery of encounters for young people in Opportunity Areas and Careers Hubs • Manage community of Cornerstone Employers (large, small and micro) who invest time and resource to benefit young people, engage and recruit further businesses to make commitments, create sustainability and act as an ambassador and champion for social mobility 	<ul style="list-style-type: none"> • 60 Cornerstone Employers (minimum of 5 active Cornerstone Employers per OA) <p>By August 2019:</p> <ul style="list-style-type: none"> • Each Wave 1 Careers Hub has a minimum of 5 active Cornerstone Employers, in agreement with the accountable LEP* <p>By August 2020:</p> <ul style="list-style-type: none"> • Each Wave 2 Careers Hub has a minimum of 5 active Cornerstone Employers, in agreement with the accountable LEP • Where the Wave 2 Careers Hub is an extension of a Wave 1 Hub, the appropriate additional Cornerstone Employers will be recruited in agreement with the accountable LEP to meet the needs of the Hub <p>* Exceptions will only be permitted where the LEP demonstrates that they have an existing employer group who meets the same criteria and function as the proposed Cornerstone Employer community</p>	
<p>Monitor and evaluate the EAN to understand impact and improve practice</p> <ul style="list-style-type: none"> • Commission an external evaluation of the EAN to understand impact and improve practice across England 	<ul style="list-style-type: none"> • Ongoing external evaluation of EAN activities (aligned to KPIs above) with quarterly reporting ahead of final publication of report in Q3 2020 	<p>£115,000</p>

<ul style="list-style-type: none"> • Provide reporting on encounters in OAs 	<ul style="list-style-type: none"> • Detailed reporting of how schools and colleges both nationally and in the EAN are achieving across Benchmarks 5 and 6 • 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 	
<p>Support the EAN with training and development</p> <ul style="list-style-type: none"> • Offer termly training for ECs • Ensure ECs and EAs collaborating to identify local issues and barriers, sharing best practice and identifying opportunities for collaborative working • Create toolkit and resources to support and develop the EAN • Hold annual awards to share best practice and celebrate success across the EAN and key stakeholders • Obtain regular input from the Ambassador Advisory Group, Head Teacher Advisory Group, Employer Advisory Group and Enterprise Adviser Advisory Group to support improvements to, and impact of, the Company's activities • Introduce a Youth Ambassador Group to gather feedback and input from young people on the Company's activities 	<ul style="list-style-type: none"> • All ECs receive a minimum of three days of training by March 2020 with training for EAs and LEP Skills Leads as required • Annual award winners to be announced and best practice shared by Autumn 2019 • Continue to develop toolkits and resources to support delivery in EAN with quarterly reporting on progress • Termly roundtables with the Ambassador Advisory Group, Head Teacher Advisory Group, Employer Advisory Group, Enterprise Adviser Advisory Group and Youth Ambassador Group 	£419,000
<p><u>2. Build 40 Local Careers Hubs to deliver improvements on Gatsby Benchmarks</u></p> <p>Manage and monitor existing Careers Hubs</p> <ul style="list-style-type: none"> • Manage 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 Careers Hubs make progress against all the Gatsby Benchmarks 	<p>By August 2020:</p> <ul style="list-style-type: none"> • 65% of schools and colleges in the Wave 1 Careers Hubs fully achieving Gatsby Benchmark 5 • 55% of schools and colleges in the Wave 1 Careers Hubs fully achieving Gatsby Benchmark 6 • 40% of schools and colleges in the Wave 1 Careers Hubs partially achieving Gatsby Benchmark 6 	£2,522,000

<ul style="list-style-type: none"> • Deliver £1.25 million of The Careers & Enterprise Fund 2018 [CEF18] to support Hubs to improve employer engagement and deliver impact focusing on need. This is part of the £5 million fund named in the Careers Strategy to support disadvantaged young people 	<ul style="list-style-type: none"> • All schools and colleges in the Wave 1 Careers Hub fully meeting a minimum of 6 Gatsby Benchmarks, on average • 200,000 young people reached through CEF18 virtual wallets (total target for CEF18) • 590 schools reached through CEF18 virtual wallets (total target for CEF18) <p>By March 2020:</p> <ul style="list-style-type: none"> • All Careers Hub Leads and ECs in Careers Hubs inducted and trained across all Gatsby Benchmarks. Training will include a 4-day training course for Hub Leads in October, with 2 days training for ECs and Lead Schools 	
<p>Launch 20 new Careers Hubs</p> <ul style="list-style-type: none"> • Deliver additional 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 Careers Hubs make progress against all the Gatsby Benchmarks 	<ul style="list-style-type: none"> • Announce 20 new Careers Hubs or extensions to Wave 1 Careers Hubs in May 2019 • 20 new Careers Hubs have a grant agreement (including targets) with the Company in place by September 2019 and all Careers Hub Leads appointed and in post by end December 2019 • 75% of schools and colleges in the 20 new Careers Hubs matched to an EA by end December 2019 • 90% of schools and colleges in the 20 new Careers Hubs matched to an EA at least once by March 2020 	
<p>Monitor and evaluate the Careers Hubs to understand impact and improve practice</p> <ul style="list-style-type: none"> • Integrate Careers Hub reporting within EAN reporting delivered by dedicated Evaluation Officer • Commission an external evaluation of the 20 Careers Hub pilots to 	<ul style="list-style-type: none"> • Careers Hub progress reported quarterly in relation to targets • Interim findings from evaluation reported in September 2019. Final report September 2020 	£86,000

<p>demonstrate and understand the impact on schools and colleges delivering the Gatsby Benchmarks and share best practice and learning</p>		
<p><u>3. Provide digital tools and support to enable the Enterprise Adviser Network and Careers Hubs</u></p> <p>N.B. These activities also support the delivery of Objectives 2 and 3 and the wider organisation</p> <p>Further develop the functionality of Compass and Tracker</p> <ul style="list-style-type: none"> • Link Compass and Tracker data to allow users to update their Gatsby Benchmark scores with their Tracker activity plans • Release Enterprise: Tracker product making school demand for careers activities consumer-friendly for employers and ECs <p>Provide tools for ECs and EAs</p> <ul style="list-style-type: none"> • Develop digital tools (e.g. 'digital dashboards') for ECs and EAs to enable workflow management and drive performance <p>Develop website and internal systems to meet stakeholder needs</p> <ul style="list-style-type: none"> • Redesign, develop and maintain website to enable easier access to resources for schools, colleges, providers and employers • Unite data systems and review data handling processes 	<ul style="list-style-type: none"> • 4000 schools and colleges to have completed Compass at least once by March 2020 (to include at least 200 sixth form and FE colleges) • 3000 schools and colleges in the EAN to have completed Compass at least once by March 2020 • 1500 schools and colleges to have completed Compass at least twice by March 2020 • 2200 schools and colleges starting a plan in Tracker i.e. creating at least one activity by March 2020 • First release of Tracker: Enterprise by June 2019 and integrate with CLS/MIS by January 2020 	<p>£154,000</p>
<p>Maintain high levels of stakeholder satisfaction</p> <ul style="list-style-type: none"> • Monitor satisfaction of key stakeholders including schools and colleges, EAs, employers and funded careers and enterprise providers 	<ul style="list-style-type: none"> • Satisfaction levels to be measured through surveys with an average result of 70% or above across schools and colleges, EAs, employers and funded careers and enterprise providers 	
<p><u>Staffing to support delivery of objective 1</u></p> <ul style="list-style-type: none"> • Ensure the EAN and 40 Careers Hubs deliver KPIs by providing central coordination and support of local 	<ul style="list-style-type: none"> • Delivery of the KPIs set out above • Progress on recruitment to be reported at monthly meetings 	<p>£1,963,000</p>

<p>implementation and delivery</p> <ul style="list-style-type: none"> • Collaborate and create effective partnerships with Local Enterprise Partnerships (LEPs) and OAs to support local implementation and delivery • Build relationships with employers and partners to support schools and colleges and provide encounters for young people • Develop tools, resources, training and events to enable delivery 		
Total maximum cost:		£11,660,000

OBJECTIVE 2 – SUPPORTING CAREERS LEADERS

Activities:	Key Performance Indicators:	Costs: Inclusive of VAT and expenses
<p><u>1. Deliver Careers Leaders training and bursaries</u></p> <p>Deliver Careers Leaders training bursaries</p> <ul style="list-style-type: none"> Deliver 1300 bursaries by August 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 * <p>* Priority access to Careers Leaders training places for OAs on a 1:1 ratio (CEC will fund one full bursary for every place purchased by an OA)</p>	<ul style="list-style-type: none"> Training programmes for Careers Leaders completed for 1300 schools and colleges across Hubs and Non-Hubs 	<p>£1,960,000</p>
<p>Curate resources and build community of Careers Leaders</p> <ul style="list-style-type: none"> Provide online training for all Careers Leaders Collate, curate and commission best practice resources to support Careers Leaders to implement the Gatsby Benchmarks Build a community amongst Careers Leaders connecting Lead Schools and Consultant Heads Ensure resources are appropriately tailored for special schools, alternative provision schools, and colleges 	<ul style="list-style-type: none"> 2000 Careers Leaders using online training Resources added to Careers Leaders Toolkit Community events to bring together Careers Leaders and share best practice 	
<p>Monitor and evaluate Careers Leaders training</p> <ul style="list-style-type: none"> Issue pre and post training survey to administer via training providers and online training Commission external evaluation of Career Leader training Investigate relationship between training and outcomes through national Careers Leader survey 	<ul style="list-style-type: none"> Implement pre and post skill audit questionnaires, from February 2019, with an external evaluator appointed in May 2019 Report national Careers Leaders survey results in July 2019 	<p>£40,000</p>

<p><u>2. Provide digital tools and support to enable Careers Leaders</u></p> <p>Develop Careers Leaders System</p> <ul style="list-style-type: none"> • Release Careers Leaders System, developing and integrating the existing Compass and Tracker tools, to help Careers Leaders to manage their careers programmes • Create API links to integrate the Careers Leaders System with other tools • Integrate the Future Skills Questionnaire with the Careers Leaders System 	<ul style="list-style-type: none"> • Release the Careers Leaders System to secondary schools and colleges by September 2019 • Complete MIS integration and API links to secondary schools by September 2019 	<p>£573,000</p>
<p><u>Staffing to support delivery of objective 2</u></p> <ul style="list-style-type: none"> • Team to manage ongoing monitoring of delivery of bursaries across Careers Hubs and Non-Hubs, including online training resource available for all 	<ul style="list-style-type: none"> • Delivery of the KPIs set out above 	<p>£749,000</p>
	<p>Total maximum cost:</p>	<p>£3,322,000</p>

OBJECTIVE 3 – BACKING THE GATSBY BENCHMARKS

Activities:	Key Performance Indicators:	Costs: Inclusive of VAT and expenses
<p><u>1. Deliver Investment Funds for employer engagement</u></p> <ul style="list-style-type: none"> Extend The Careers & Enterprise Fund 2016 [CEF16] contracts for schools and colleges outside of Opportunity Areas where there is demand and the ability to match fund employer encounters <p>[CEF 2016 – Outside of OAs (Part B)]</p>	<ul style="list-style-type: none"> 100,000 young people reached by CEF16 providers outside of Opportunity Areas by August 2019 	
<ul style="list-style-type: none"> Extend and deliver OA Fund contracts to increase employer encounters in the Wave 1 OAs to ensure young people in all OAs receive 4 meaningful encounters <p>[CEF 2016 – in Wave 1 OAs (Part A)]</p>	<ul style="list-style-type: none"> 70,000 young people reached in Wave 1 Opportunity Areas by August 2019 Number of young people to be reached in Wave 1 Opportunity Areas by August 2020 [metric to be set by October 2019 once fund contracting completed] Number of meaningful encounters to be delivered in Wave 1 Opportunity Areas by August 2020 [metric to be set by October 2019 once fund contracting completed] 	£355,000
<ul style="list-style-type: none"> Extend and deliver OA Fund contracts to increase employer encounters in Wave 2 OAs to stay on track to ensure young people in all OAs receive 4 meaningful encounters <p>[OA Fund in Wave 2 OAs]</p>	<ul style="list-style-type: none"> 100,000 young people reached in Wave 2 Opportunity Areas by August 2019 300,000 meaningful encounters delivered in Wave 2 Opportunity Areas by August 2019 Number of young people to be reached in Wave 2 Opportunity Areas by August 2020 [metric to be set by October 2019 once fund contracting completed] Number of meaningful encounters to be delivered in Wave 2 Opportunity Areas by August 2020 [metric to be set by October 2019 once fund contracting completed] 	£1,400,000
<ul style="list-style-type: none"> Deliver Part A CEF18 to improve employer engagement for disadvantaged young people. This is 	<ul style="list-style-type: none"> 200,000 young people reached through CEF18 virtual wallets (total target for CEF18) 	£140,000

<p>part of the £5 million fund in the Careers Strategy for disadvantaged young people</p> <p>[CEF 2018]</p>	<ul style="list-style-type: none"> 590 schools reached through CEF18 virtual wallets (total target for CEF18) 	
<ul style="list-style-type: none"> Deliver the mentoring fund for disengaged young people <p>[Mentoring Fund]</p>	<ul style="list-style-type: none"> 25,000 number of young people reached by mentoring providers by August 2020 	
<ul style="list-style-type: none"> Seek additional match funding for investment funds to continue delivery in areas of disadvantage 		
<p>Monitor and evaluate investment funds</p> <ul style="list-style-type: none"> Maintain regular monitoring and performance management across the investment and mentoring funds Run monitoring and performance management of investment funds to evaluate progress against objectives and mitigate delivery risk Run overall evaluation of the investment in employer encounters and mentoring to 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 External evaluation of CEF16 to report on implementation by August 2020 	<p>£612,000</p>
<p><u>2. Deliver Personal Guidance Fund and share best practice</u></p> <p>Deliver Personal Guidance Fund*</p> <ul style="list-style-type: none"> Deliver a £2.5 million fund to be allocated to schools, colleges and others to develop and evaluate best practice approaches to personal guidance (Gatsby 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 Monitoring and evaluation of Personal 	<ul style="list-style-type: none"> 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 External evaluator in place by end Mar 2019. Final report by Dec 2020. 	<p>£278,000</p>

<p>Guidance Fund</p> <p>*The main purpose of the Personal Guidance Fund is to support the development of innovative, cost-effective models for delivering personal careers guidance in schools and colleges. It is not to maximise the number of young people reached or employer encounters delivered.</p>		
<p><u>3. Deliver pilot to support Special Educational Needs and Disabilities (SEND), disadvantaged and vulnerable young people</u></p> <p>Deliver a fund to support SEND, disadvantaged and vulnerable young people</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) 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 • Monitoring and evaluation of pilots in both strands; (SEND, Looked after children/ Care Leavers and Gypsy Roma Traveller) <p>*The main purpose of Strand 1 of the Pilot is to understand how to most effectively support disadvantaged young people. It is not to maximise the number of young people reached or employer encounters delivered.</p>	<ul style="list-style-type: none"> • 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) • Build SEND Community of practice • Evaluation of CEF18B to be commissioned by end Mar 2019. Final report by Dec 2020 	<p>£504,000</p>
<p><u>4. Deliver Primary Fund and share best practice</u></p> <p>Deliver Primary Fund and create toolkit</p> <ul style="list-style-type: none"> • Deliver a fund and supporting resources to understand and test what careers activities work well in primary schools by Summer 2020 	<ul style="list-style-type: none"> • Continue to develop toolkit for primary schools with additional content added • Procure evaluation services by June 2019 for pilots in primary schools 	<p>£1,774,000</p>

<ul style="list-style-type: none"> Monitoring and evaluation of the above work 	<ul style="list-style-type: none"> Grants awarded by end June 2019, including agreeing delivery plans and KPIs with successful beneficiaries 	
<p><u>5. Provide digital tools and support to schools and colleges</u></p> <p>Develop the Future Skills Survey</p> <ul style="list-style-type: none"> Continue developing the Future Skills Survey to measure the impact of funded activities from a young person's perspective, via linking with MIS data in the Careers Leaders System and other improvements Operationalise a version of this Questionnaire that is appropriate for measuring students' skills progress term-on-term, and/or year-on-year <p>Develop Provider Directory</p> <ul style="list-style-type: none"> Develop Provider Directory including integration with other resources on the CEC website Manage process for adding non-funded providers to Provider Directory 	<ul style="list-style-type: none"> Collect and analyse 1500 Future Skills Survey (matched) responses by March 2020 Partner with Enabling Enterprise and/or other industry expert to increase methodological integrity and adoption of the digital Future Skills Survey, as a metric of quality for careers activities as well as students' long-term skills progress—grow usage starting September 2019 with the Careers Leaders System Design and implement the interface for inputting destinations data in to Careers Leaders System 	£322,000
<p><u>Publish research and tools to support schools and colleges</u></p> <ul style="list-style-type: none"> Publish full Theory of Change from Gatsby Benchmarks through to destinations Produce annual State of the Nation report to understand national progress against the Gatsby Benchmarks, including at LEP level 	<ul style="list-style-type: none"> Publish comprehensive evaluation framework by September 2019 and associated tools to measure delivery against Theory of Change Publish State of the Nation in November 2019 	
<p><u>Staffing to support delivery of objective 3</u></p> <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 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 	£634,000

<ul style="list-style-type: none"> • Ensure impact and manage risk of investment funds for virtual wallet activities across assessment process, contract awarding and performance management • Run investment fund process to identify beneficiaries and manage ongoing monitoring of funds • Ensure impact and manage risk of investment funds for careers and mentoring activities across assessment process, contract awarding and performance management 		
	Total maximum cost:	£6,019,000

CENTRAL SUPPORT COSTS

Activities:	Key Performance Indicators:	Costs: Inclusive of VAT and expenses
<p><u>Core Staffing</u></p> <ul style="list-style-type: none"> • Effective and efficient running of The Careers & Enterprise Company, including finance, human resources, external affairs, office management and CEO office support 	<ul style="list-style-type: none"> • Delivery of KPIs set out above 	£1,919,000
<p><u>Operating costs</u></p> <ul style="list-style-type: none"> • Office and facilities, IT infrastructure, legal and professional costs, staff training and development and other general operating costs 		£1,364,000
	Total maximum cost:	£24,284,000

SUMMARY TABLE

Activity	Cost (FY 19-20)
Objective 1: Building Networks	
1. Grow the Enterprise Adviser Network	£6,935,000
2. Build 40 Local Careers Hubs to deliver improvements on Gatsby Benchmarks	£2,608,000
3. Provide digital tools and support to enable the Enterprise Adviser Network and Careers Hubs	£154,000
Staffing to support delivery of Objective 1	£1,963,000
Objective 2: Supporting Careers Leaders	
1. Deliver Careers Leaders training and bursaries	£2,000,000
2. Provide digital tools and support to enable Careers Leaders	£573,000
Staffing to support delivery of Objective 2	£749,000
Objective 3: Backing the Gatsby Benchmarks	
1. Deliver Investment funds for employer engagement	£2,507,000
2. Deliver Personal Guidance fund and share best practice	£278,000
3. Deliver pilot to support Special Educational Needs and Disabilities (SEND), disadvantaged and vulnerable young people	£504,000
4. Deliver Primary Fund and share best practice	£1,774,000
5. Provide digital tools and support to schools and colleges	£322,000
Staffing to support delivery of Objective 3	£634,000
Central Support Costs	
Core staffing including finance, human resources, external affairs, office management and CEO office support	£1,919,000
Operating Costs including office and facilities, IT infrastructure, legal and professional costs, staff training and development	£1,364,000
Total Cost	£24,284,000

Progress Report Template: Quarterly Quantitative reporting
The Careers & Enterprise Company, Grant reference number GR1000765

Date of return:	
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Objective 1: Building Networks				
1. Enterprise Adviser Network		18/19 Quarter 3	Target to March 19	Target to March 20
Grow the Enterprise Adviser Network	Number of schools and colleges signed up to the Enterprise Adviser Network e.g. requested an EA	2918	2900	3800
	Number of volunteer EAs recruited	2778	2700	3600
	Number of schools and colleges matched with an EA. To be reported as a total and broken down by institution type.	2277	2500	3000
	Co-fund Enterprise Coordinators (ECs) employed by LEPs (Fully funded in OAs) – minimum level set	145	160	200
	Proportion of Enterprise Adviser Network schools fully achieving benchmark 5, encounters with employers and employees*	45%	50%	60% by August 2020
	<small>*KPI to be revisited in line with Compass data in Summer 2019</small>			
	Proportion of Enterprise Adviser Network schools fully achieving benchmark 6, experience of workplaces	41%	45%	50% by August 2020
Proportion of Enterprise Adviser Network schools partially achieving benchmark 6, experience of workplaces	26%	35%	40% by August 2020	
Enterprise Adviser Network: Offer to schools in Opportunity Areas	Schools and colleges signed up to the EAN matched to an EA at least once	100%	90%	90% by August 2020
	Number of meaningful encounters, as defined by the Gatsby Foundation , delivered in OAs (through Enterprise Adviser Network and Investment Funds)	301,822	450,000 by August 2019	750,000 by August 2020
	Proportion of Enterprise Adviser Network schools in OAs fully achieving benchmark 5, encounters with employers and employees	47%	60%	70% by August 2020
	Number of Cornerstone employers recruited nationally (minimum of 5 active per OA)	60	120	200 by August 2020
2. Build 40 Local Careers Hubs to deliver improvements on Gatsby Benchmarks	Number of Careers Hubs created (including extensions)	20	20	40
	Number of schools signed up	100%	100%	100%
	Hub leads recruited	95%	100%	100%
	Schools and colleges signed up to the EAN matched to an EA at least once	100% of existing hubs	75% of new hubs by Dec 2019	90% of new hubs
	Gatsby Hub training provided to Careers Hub Leads and ECs	100%	100%	100%
	Proportion of Wave 1 Careers Hub schools fully achieving benchmark 5, encounters with employers and employees			65% by August 2020
	Proportion of Wave 1 Careers Hub schools fully achieving benchmark 6, experience of workplaces			55% by August 2020
	Proportion of Wave 1 Careers Hub schools partially achieving benchmark 6, experience of workplaces			40% by August 2020
	Number of benchmarks reached on average			6

	across all schools and colleges in Wave 1 Careers Hubs			
3. Digital tools and support to enable the Enterprise Adviser Network and Careers Hubs	Number of schools and colleges that have completed Compass at least once	3690	3200	4000
	Number of schools and colleges in the EAN to have completed Compass at least once	2110	2400	3000
	Number of schools and colleges to have completed Compass at least twice			1500
	Number of schools and colleges starting a plan in Tracker	1427	1000	2200
	Number of organisations on Provider Directory			50
Satisfaction with Enterprise Adviser Network	Average in schools/colleges	94%	70%	70%
	Average in EAs	-	70%	70%
	Average in employers	-	70%	70%
	Average in careers and enterprise providers	-	70%	70%
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: 25% • Small: 16% • Med: 17% • Large: 42% 	n/a	n/a

Objective 2: Supporting Careers Leaders

		18/19 Quarter 3	Target to March 2019	Target to August 20
1. Careers Leaders training and bursaries	Number of Careers Leaders completed training			1300
	Number of Careers Leaders using online training			2000
2. Digital tools and support	Release Careers Leaders System			Sept. 2019

Objective 3: Backing the Gatsby Benchmarks

		18/19 Quarter 3	Target to End of Fund August 19	Target to End of Fund August 20
1. Investment Funds to deliver employer engagement				
Reach of CEF16 outside of Opportunity Areas (CEF2016 Part B)	£ granted	£2.8m	£2.8m	£2.8m
	£ disseminated	£2.1m	£2.8m	£2.8m
	Number of young people reached	130,000	100,000	100,000
	Number of employer encounters	330,000	n/a	n/a
Reach of CEF16 in Wave 1 Opportunity Areas (CEF 2016 Part A)	£ disseminated	£0.6m	£1m	£1.65m
	Number of schools reached	76	81	81
	Number of young people reached	50,000	70,000	TBC
	Number of employer encounters	165,000	n/a	TBC
	Number of pupils supported in STEM projects	14,000	n/a	n/a
Reach of Opportunity Area Fund in Wave 2 Opportunity Areas	£ granted	£1.5m	£1.5m	£3m
	£ disseminated	£0.1m	£1.5m	£3m
	Number of schools reached	38	124	124
	Number of young people reached	9,000	100,000	TBC
Mentoring Fund	Number of employer encounters	21,000	300,000	TBC
	£ granted	£4.2m	£4.2m	£4.2m
	£ disseminated	£2.3m	£2.1m	£4.2m
	Number of young people reached by mentoring providers	11,500	17,000	25,000
	Number of schools reached	636	n/a	n/a

		18/19 Quarter 3	Target to End of Fund August 19	Target to End of Fund August 20
Employer Encounters: Reach of CEF2018	£ granted	£2.5m	n/a	£2.5m
	£ disseminated		n/a	£2.5m
	Number of schools reached		n/a	590
	Number of young people reached		n/a	200,000
	Number of employer encounters		n/a	TBC
	Number of pupils supported in STEM projects		n/a	TBC
2. Personal Guidance Fund and sharing best practice	£ granted	£0.9m	£2.5m	£2.5m
	£ disseminated		TBC	£2.5m
	Number of young people receiving 1:1 personal guidance interviews with a qualified careers adviser		n/a	TBC
	Number of careers advisers trained		n/a	TBC
	Number of schools and colleges reached		n/a	TBC
3. Pilot to support SEND, disadvantaged and vulnerable	£ granted		£1.7m	£1.7m
	£ disseminated		£1.7m	£1.7m
	Number of young people reached (broken down by SEND/ Looked after children/ Ethnic Minority)		n/a	TBC
	Number of young people that have a careers plan		n/a	TBC
4. Primary schools	£ granted		TBC	TBC
	£ disseminated		TBC	TBC
	Number of primary schools reached		n/a	TBC
	Number of young people reached		n/a	TBC
	Number of case studies produced		n/a	TBC
5. Digital tools and support	Number of Future Skills Surveys collected and analysed			1500 by March 20

Sustainability Plan

The Careers & Enterprise Company, Grant reference number GR1000765

1 - Introduction and purpose

The Careers & Enterprise Company (CEC) was established in 2015 by Government and is a company limited by guarantee with an independent board. This document sets out how the CEC uses the grant funding received by the Department for Education (DfE) to fulfil its role as Government's key partner to deliver the Careers Strategy.

This plan describes how the CEC uses its operating model to ensure the public money it receives is leveraged in pursuit of its mission to prepare and inspire young people for the fast-changing world of work.

The CEC has recently reviewed its sustainability plan in line with requirements set out in the 2018-19 Grant Funding Agreement. The new plan supersedes the previous version and acknowledges that the remit and scope of the CEC has changed since it was established. The latest sustainability plan is clear that the continuation of public funding is essential for the CEC to continue the expanded role that Government has asked it to play to help deliver the Careers Strategy.

The DfE will continue to keep this plan under review.

2 - Overview of The Careers & Enterprise Company

The CEC was established in 2015 to help link schools and colleges to employers in order to increase young people's exposure to the world of work. This followed research from the Education and Employers Taskforce which highlighted that increasing employer engagement in schools and colleges improved employment outcomes for young people.

To do this, the CEC worked with Local Enterprise Partnerships to build a national network which now links 2,000 schools (over 50% of mainstream secondaries) and colleges to employers. The CEC also funded the scale-up of 150 programmes to provide high quality employer engagement activities to young people where they are most needed, focusing in the careers and enterprise 'Cold Spots'.

The Government's Careers Strategy published in December 2017 outlined an ambitious blueprint for careers education in England and expanded the role of the CEC to link schools and colleges to employers and to help them deliver world class careers support for all young people, by:

Building Networks

Linking schools and colleges to employers and other external careers providers through the Enterprise Adviser Network and Careers Hubs.

Supporting Careers Leaders

Providing training and support for Careers Leaders in schools and colleges.

Backing the Gatsby Benchmarks

Supporting implementation of a best practice standard for careers support, the Gatsby Benchmarks, with tools and targeted funding.

3 - Progress

The Government places skills at the heart of its Industrial Strategy and careers education at the heart of skills. The Careers Strategy describes “the different elements of our careers system”, acknowledging it is an “ambitious plan” that needs to be delivered in partnership. It recognises the low base which schools are starting from and that there is “much more to do”.

Overall progress

Careers education for young people is improving.

Ofsted are reporting improvements: “The current picture is much more encouraging than has been the case in the past. We looked at a representative sample of around 120 school inspection reports from the past two years and found that careers guidance within schools is improving. We saw evidence of integrated, coherent and effective careers strategies in more schools, with more frequent opportunities for pupils to access workshops, themed events, work experience and contact with employers. The publication of the careers strategy has given schools and colleges a solid framework to build their careers offer around” (Ofsted, June 2018).

The CEC’s State of the Nation 2018 report provided the most comprehensive picture of careers education in England to date and shows an improving picture. The 900 schools and colleges that have completed Compass² twice show improvements on every dimension of careers support.

Midway through this academic year

The following section highlights progress against CEC’s three core objectives to support the delivery of the Careers Strategy:

Building Networks

Careers education is improving and is strongest in disadvantaged areas and Careers Hubs

- Schools and colleges continue to make progress against the Gatsby Benchmarks nationally.
- Schools and colleges serving disadvantaged communities are providing stronger careers provision.
- This year performance has accelerated most in Careers Hubs. Schools and colleges in Hubs on average fully achieve one extra Benchmark.
- 120 businesses have committed to become Cornerstone Employers and underwrite careers support to schools and colleges in their area.

² Compass is a free online self-evaluation tool for all schools and colleges to enable them to measure the effectiveness of their careers provision against the Gatsby Benchmarks.

Careers Leaders

A motivated workforce of Careers Leaders in schools and colleges is emerging across the country and engaging with support and training

- The CEC have now awarded bursaries for face-to-face Career Leader training to 1,300 schools and colleges across the country.
- The CEC are running a comprehensive survey of implementation in partnership with the Gatsby Foundation.
- More than 700 Careers Leaders have started the CEC's free online training course.

Backing the Gatsby Benchmarks

Schools and colleges have widely accepted the Gatsby Benchmarks, and they are using them to evaluate, improve and plan careers activity

- 85% of secondary schools and colleges are using Compass – the CEC's free online tool to evaluate performance against the Gatsby Benchmarks.
- 35% of secondary schools and colleges have used Tracker - the CEC's free online tool to help plan and track careers activity.
- £20m investment has turbo-charged delivery of the Gatsby Benchmarks and is directly benefiting half a million young people. This includes:
 - £1.7m invested in supporting disadvantaged groups (Looked After Children, students with special educational needs and disabilities (SEND) and Roma, Gypsy and Traveller young people).
 - £2.5m invested in supporting innovation and effectiveness in Personal Guidance.
 - Nearly 600 schools and colleges in disadvantaged areas have 'virtual wallets' to access a £2.5m fund to improve their careers support.

4 - Value for Money

Government funding through the CEC has enabled significant investment into the careers support system. This has enabled a national network to develop at scale, since 2015 in every region in England.

The CEC's model takes small amounts of public money to unlock significant additional resource and maximise impact. The CEC has secured over £16 million in external funding including:

Co-funding from Local Enterprise Partnerships (LEPs) of £6.5 million

- To run the Enterprise Adviser Network. This enables 150 Enterprise Coordinators to make it easier for employers and careers providers to engage schools and colleges.

- The LEPs also fully cover the operating resources and overheads significantly increasing the level of co-funding provided.

Match funding of over £6.5 million of external funding from investment funds

- Investment helps the best ideas spread quickly. The CEC's grants provide initial funding that takes proven programmes into areas of need, rapidly increasing provision where it will have the most impact.
- In addition, over £1.2m of funding from the Education Endowment Foundation and The Bank of America Foundation has supported evaluation.

It unlocks latent high-quality business support

- The Enterprise Adviser Network leverages senior business support through volunteer time. The CEC asks Enterprise Advisers to offer one day a month to work with schools and colleges to help develop their careers and employer engagement plans.
- The CEC has secured £0.75 million from The Burberry Foundation in a five-year deal to match fund an additional delivery network and teachers' continuing professional development in Yorkshire.
- The CEC has also harnessed co-funding totalling £0.4m from National Grid aimed at encouraging other businesses to work with pupils with SEND, Heathrow Airport Limited who are co-funding Enterprise Coordinators around London, and Step up to Serve to develop a 'social action toolkit' to help schools and colleges embed volunteering and social action as part of careers.
- In addition, the CEC has secured pro-bono support of £1 million from organisations including Capgemini, Deloitte, Eversheds Sutherland, McKinsey & Company, PWC, and Standard Chartered.

5 - Accountability

The CEC has the following transparency practices:

- Board minutes are published on its website.
- The CEC's annual report contains a financial overview and statement of accounts.
- Publication of its grant funding agreement with the DfE.
- Publication of individual grant amounts alongside all organisations funded.
- DfE Quality Assurance Review (Feb 2017) reviewed all the CEC's practices and concluded: "CEC is currently providing overall value for money"; "CEC has robust governance arrangements underpinned by effective financial procedures".

The CEC adheres to its governance arrangements and policies including:

- The CEC is incorporated as a Private Company Limited by Guarantee and is governed by its Memorandum of Association filed with Companies House on 10 February 2015.
- The CEC's Board comprises one executive and 5 non-executive directors.
- Actions around governance at the CEC are underpinned by the Nolan principles and standards of service in public life (set out by the Nolan Committee) and are now woven into the Company's contracts and declarations of interests.
- The CEC benchmarks its salaries against civil service pay structures.
- The CEC aligns with Government processes and procurement best practice for its procurement of goods and services.

6 - Sustainability and change of funding

The CEC was set up to help to address the delivery of careers provision in schools and colleges across England, particularly through better employer engagement. Government recognises that it has a necessary role to fill gaps, stimulate investment and to target areas of greatest need.

The CEC has agreed principles with DfE that determine how it manages and distributes the funds it receives to support the careers system:

1 The CEC's services are free to use for all schools and colleges.

The Careers Strategy is clear that Government has a role to play to help schools and colleges to deliver world class careers support for all young people. The CEC does not charge schools and colleges to sign up to its network or access its funded providers, tools and resources.

2 The CEC targets resources in areas most in need of support.

These include geographical cold spots and disadvantaged groups.

3 The CEC co-funds and partners with LEPs as key delivery stakeholders.

LEPs are critical to the CEC's network model. The CEC uses its funding and support to engage and leverage commitments from LEPs to ensure its funds go further through co-funding and use of their resources and infrastructure as part of a locally-led and sustainable approach.

4 The CEC seeks to coordinate and support.

The CEC's role is to provide strategic coordination across employers and careers service providers and to join the dots in provision to make it easier for them to engage schools and colleges.

The nature of the CEC's work has expanded significantly to deliver the Government's Careers Strategy to the extent that the CEC and DfE no longer envisage replacing Government funding with alternative sources of income in the way that was originally intended when government set up the CEC.

There is significant value to DfE continuing to fund the CEC. Through delivering its three core objectives, the CEC has developed tools and resources that will bring about lasting change for its partners and practitioners delivering Government's Careers Strategy.

However, the Government expects the CEC to continue to leverage additional funding to deliver its objectives, including through the sources of external match funding and support described in section 4, whilst respecting the impartiality of careers provision in schools and colleges.