

Christine Hodgson CBE
Chair
c/o The Careers & Enterprise Company
120 Aldersgate St,
London
EC1A 4JQ

6th April 2022

Subject: Grant Offer Letter for The Careers & Enterprise Company

Commercial Reference Number – 5165

Dear Mrs Hodgson

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 million for use during the period beginning 01/04/2022 and ending 31/03/2023.
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:
 - **Objective 1. Building the Network 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 Enterprise Adviser Network and Careers Hubs.
 - **Objective 2. Supporting Careers Leaders:** Providing training and support for Careers Leaders 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 2022-23 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 of the academic year in August 2023. 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.

6. 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).
7. 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.
8. 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.
9. The activities and outcomes set out in Annex F of this Grant Funding Agreement have taken into account the impact of COVID-19 to date on the sector and reflect the current understanding of ongoing impact on delivery. We acknowledge that it is not possible to predict what further impact COVID-19 will have. Accordingly, this Grant Funding Agreement will be formally reviewed as part of the quarterly monitoring to continually assess, and revise where necessary, objectives, delivery timescales and funding in light of the impact of COVID-19.
10. This Grant will be paid monthly in arrears (for non-staffing costs) in line with Annex C and monthly in advance (for staffing costs), in line with Annex D and clause 10.1 of the terms and conditions of this Grant Funding Agreement.

11. 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.
12. 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
13. 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.
14. This Grant Offer Letter, relevant annexes (listed below) and the Grant Terms and Conditions together make up the Grant Funding Agreement. You should read all annexes and general Terms and Conditions carefully before accepting the offer of funding. Failure to observe these terms and conditions may result in the funding being withdrawn.
15. This correspondence constitutes a Grant Offer Letter. This letter will form an integral part of the Grant Agreement.
16. 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. 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.
17. In addition to providing a signed copy of this agreement, you are then requested to follow the instructions on Bank Account Details (Annex B) 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.
18. Please note that any delays in returning the documents could result in a delay to the grant payment.
19. The Grant Manager for this Project at the DfE Careers Policy Unit is Lorna Robinson. We look forward to working with you to bring about the rapid signature of the Grant Agreement.

¹ [DfE grant funding agreement: terms and conditions - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

ACCEPTANCE OF OFFER

20. 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 2022. 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.

21. 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: 5165

Activity	Cost (FY 22-23)
Objective 1: Building Networks	
Develop the Network of Careers Hubs and Enterprise Advisor Network (EAN)	£15,372,500
Develop the Network of Careers Hubs and Enterprise Advisor Network (EAN)	£15,372,500
Support to enable the network of Careers Hubs	£513,500
Develop digital tools and support to enable the Network and employers	£700,000
Staffing to support delivery of Objective 1	£2,251,000
Objective 2: Supporting Careers Leaders	
Scale delivery of Careers Leaders training and bursaries	£2,590,000
Support to enable Careers Leaders	£925,000
Develop digital tools to support Careers Leaders	£1,900,000
Staffing to support delivery of Objective 2	£1,814,000
Central Support Costs	
Core staffing	£1,984,000
Operating Costs	£950,000
Total Cost	£29,000,000

Funding Requirements for FY23-24

Funding for the EAN and Careers Hubs will be delivered across two financial years (FY22-23 and FY23-24). This is on the basis that the Company is funded to deliver programmes to the end of August 2023.

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

Activity	Total amount	Funding provided in 2022-23	Funding provided in 2023-24
Careers Hubs and EAN	£23,337,000	£18,837,000	£4,500,000
All other activities	£10,163,000	£10,163,000	-
Total	£33,500,000	£29,000,000	£4,500,000

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 Objectives for which the grant is being paid

Project_5165

OBJECTIVE 1 – BUILDING NETWORKS

Activities:	Objectives:	Costs inclusive of VAT and expenses:
<p>1. <u>Grow the Network of Careers Hubs</u></p> <p>Develop the Network of Careers Hubs and Enterprise Advisor Network (EAN)</p> <ul style="list-style-type: none"> • Ensure all schools and colleges in the EAN and Careers Hubs continue to progress against the Gatsby Benchmarks with a reduction in the number of schools making minimal progress • All schools and colleges not already in a Careers Hub to be invited to join the "Activation" phase (with a tailored Activation phase for SEND schools) • Distribution of funding across all Hubs to provide localised targeted intervention for the benefit of young people in Hub schools and colleges that need 	<p>By August 2023:</p> <p>Network growth:</p> <ul style="list-style-type: none"> • Maintain a minimum of 200 (full time equivalent) Enterprise Co-ordinators (ECs) employed by LEPs, Local/Combined Authorities or their subcontracted organisations to support Careers Leaders in schools and colleges, working towards an average of 20 schools or college per EC • Move ~1,100 existing EAN schools and colleges to the Hub Network and add a further 100 schools and colleges to Hubs to progress towards Hubs everywhere • 4,500 (~90%) schools and colleges signed up to the Careers Hub Network • Analyse the performance of schools with higher-than-average Free School Meals • Over half of Careers Hubs to have integrated Independent Training Providers into their governance structures • Careers Hubs to be connected to Independent Training Provider networks and Colleges to support Provider Access Implementation 	<p>£15,372,500</p>

<p>the greatest levels of support</p> <ul style="list-style-type: none"> • Ensure the Network of Careers Hubs promote all routes - amplifying apprenticeships and technical qualifications - through the inclusion of actions within all Hub Strategic Plans and the development of specific roles within Hubs focused on apprenticeships and technical education • Support Schools in readiness for meeting the requirements of the Provider Access Legislation and put in place an approach to support implementation • Continue to develop the EAN in partnership with Local Enterprise Partnerships (LEPs), Local/Combined Authorities and other partners across England by making an Enterprise Adviser (EA) - a volunteer from the world of work -available to all secondary schools and colleges including special schools and alternative provision 	<ul style="list-style-type: none"> • 4,500 volunteer EAs in post, inducted, trained, and supported with dedicated EC and national support • Monitoring and reporting of sectors and size of organisations that EAs are recruited from and how this aligns with local sector priorities • Formalised mechanisms for EAs to input through focus groups and our dedicated forum, maintained through the academic year • 4,400 schools and colleges matched to an EA • Deliver an Equity, Diversity and Inclusion survey to the EA population in order to monitor representation <p>Benchmark progress:</p> <ul style="list-style-type: none"> • All schools and colleges in a Careers Hub are working towards no fewer than 3 Gatsby Benchmarks. No more than 10% of schools and colleges not achieving this target • Conduct Hub mapping to understand the level of engagement in training of Careers Leaders • Hub schools and colleges with less than 3 Gatsby Benchmarks to receive targeted invitations for Careers Leader training • An average of 5 Gatsby Benchmarks achieved across each Careers Hub • 80% of schools and colleges fully 	
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	<p>achieving Gatsby Benchmark 1</p> <ul style="list-style-type: none"> • A minimum of 10 targeted employer and technical education intervention projects based on local needs. Learnings to be scaled across Careers Hubs • A minimum of 10 targeted transition projects, aimed at disadvantaged groups based on local need. Learnings to be scaled across Careers Hubs • Quarterly analysis and reporting of progress towards the objectives for the Careers Hub Network <p>By January 2023:</p> <ul style="list-style-type: none"> • All eligible non-Careers Hub schools and colleges to be invited to join the Activation Stage and a list of those establishments which consider themselves ineligible or inappropriate to join Careers Hubs shared with the DfE • All Education Investment Areas within the country will have a Careers Hub presence • All Careers Hubs to have provider access arrangements established within their strategic plans and to monitor performance against this requirement <p>By December 2022:</p> <ul style="list-style-type: none"> • Minimum of 85 Hub Leads appointed and in-post • Each existing Careers Hub to have a Strategic Hub plan in place by September 2022 and new Hubs to have a Strategic Hub Plan in place by November 2022 	
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	<ul style="list-style-type: none"> • A minimum of 20 Employer Engagement ECs in-post, focused on technical and vocational education and employer engagement <p>By September 2022:</p> <ul style="list-style-type: none"> • Grant agreements in place with Careers Hubs <p>By August 2022 (carried over from FY 21-22):</p> <p>Careers Hubs:</p> <ul style="list-style-type: none"> • Increase the number of schools and colleges in Hubs by a minimum of 1,050 to ~3,300 to achieve ~67% coverage • 80% of Careers Hub schools/colleges fully achieving Benchmark 1 • An average of 5 Gatsby Benchmarks achieved across each Careers Hub • All schools and colleges in a Careers Hubs are working towards no fewer than 3 Gatsby Benchmarks. No more than 10% of schools and colleges not achieving this target* • 65% of schools and colleges that have more pupils on Free School Meals than the national average will be in Careers Hubs <p>Network Growth:</p> <ul style="list-style-type: none"> • Co-fund a minimum of 220 (full time equivalent) Enterprise Co-ordinators (ECs) employed by LEPs, Local/Combined Authorities or their subcontracted organisations* 	
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	<ul style="list-style-type: none"> • 4,400 schools and colleges signed up to the EAN • 4,400 volunteer EAs recruited • 4,300 schools and colleges matched to an EA <p>Network Benchmark progress:</p> <ul style="list-style-type: none"> • Each LEP area achieves an average of at least 4 Benchmarks • 40% of schools and colleges fully achieving Gatsby Benchmark 1 (excluding Careers Hub schools) • Ongoing monitoring and reporting of Benchmarks 5 and 6 performance to ensure that progress is maintained and built upon <p>* Target revised since FY 21-22</p>	
<p>Deliver and Evaluate Hub Innovation Projects</p> <ul style="list-style-type: none"> • Provide funding and delivery support to generate impact through ‘Innovation Projects’, building the evidence base to support targeted cohorts • Provide all potential Hub Innovation Project (HIP) applicants with workshops on topics such as tackling disadvantage, amplifying technical routes, programme design and youth voice • Provide successful 	<p>By March 2023:</p> <ul style="list-style-type: none"> • Extend and scale a small number of 21/22 Hub Innovation Projects (HIP), subject to outcome of evaluations of initial projects • Complete the evaluation of 21/22 projects • Addition of approximately 10 Hub Innovation Projects for 22/23 to deliver projects that remove barriers for targeted cohorts and provide evidence on improvements to Careers Education that can in turn be scaled and replicated • Develop and implement an engagement plan to ensure HIP learning and best practice is shared and disseminated across the Network of Hubs 	

<p>HIPs with intensive 1:1 support upfront and ongoing consultative and evaluation support throughout the projects' lifecycle</p>		
<p>Develop resources to drive impact from Employers and the Cornerstone Community</p> <ul style="list-style-type: none"> • Maintain and build an active Cornerstone Employer community to support all Career Hubs across England. Cornerstone Employers (large, small, and micro) 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 • Appoint Cornerstone Employer Chairs for all Hubs and create a Community of Practice for those Chairs, keeping the community status-neutral, working for the national business/economy benefit 	<p>By August 2023:</p> <ul style="list-style-type: none"> • All Hubs to have a Cornerstone Employer Chair appointed, to convene nationally, twice a year with Hub Leads • All Local partners invited to contribute to report on Cornerstone Employer activities • Formulate each Cornerstone Employer group so it is made up of large, small and micro employers from the priority sectors for the Career Hub area and ensure experienced leaders are engaging with education • Deliver a best practice and CPD (Continuing Professional Development) and development day in 2022 with our Cornerstone Employer Community • Develop a set of standards for businesses in consultation with the market, ready for pilot(s) starting in September 2022 • Support employers to understand how to embed and deliver the Standards, through development of resources and training • Continue to run a series of peer-to-peer learning webinars, run by employers for employers to promote continuous improvement • Working collaboratively with the 	

<ul style="list-style-type: none"> • Leverage expertise of Cornerstone Employers to enable other businesses to deliver high-quality outreach and to inform our work • Create a set of standards for businesses that define best practice for careers education outreach to deliver impact for young people and businesses • Engage employers and sector partners from priority sectors to identify opportunities for collaboration, deeper working and to galvanise more businesses from the sector to drive impact 	<p>British Chambers of Commerce, CBI, other stakeholders to ensure Cornerstone Employer communities are influential within and leveraged to support the LSIP / local skills agendas</p> <ul style="list-style-type: none"> • Develop resources for employers to showcase best practice and provide templates and ideas for promoting opportunities in key areas such as: <ul style="list-style-type: none"> ○ Priority/emerging sectors (e.g., green jobs) ○ Technical pathways ○ Engaging with schools and colleges either through ECs and Hub leads or directly with Careers Leaders 	
<p><u>2. Support to enable the Network of Careers Hubs</u></p> <p>Support the Network of Careers Hubs with training and development</p> <ul style="list-style-type: none"> • Continue to develop and deliver a tailored Continuous Professional Development (CPD) programme for ECs, Hub Leads and EAs • Ensure ECs, Hub Leads and EAs are 	<p>By August 2023:</p> <ul style="list-style-type: none"> • All ECs receive a blend of: <ul style="list-style-type: none"> ○ 4 days' National and local CPD (virtual or in-person delivery) and Digital Hub-based learning delivered in person and/or virtually ○ Mandatory learning on Digital Hub to have been accessed by at least 90% ECs during the academic year ○ Improved knowledge and skills of ECs measured via 	<p>£513,500</p>

<p>working together to identify local issues and barriers, share best practice and identify opportunities for collaborative working</p> <ul style="list-style-type: none"> • Continue to develop resources and masterclasses to support delivery with quarterly reporting on progress • Deliver a dedicated recognition moment termly to share best practice and celebrate success across key stakeholders • Deliver a Careers Hub Leadership Programme that supports all key aspects of the successful leadership of Hubs • Develop a model of commissioning and evaluation for Careers Hubs interventions 	<p>the Digital Hub with an evaluation report summarising learning. Training to include a focus on preparation for adulthood</p> <p>Training for EAs that can distinguish and respond to their:</p> <ul style="list-style-type: none"> • Maturity of tenure and diversity (new recruits vs experienced EAs; employees vs micro business, sectors and entrepreneurs) • Knowledge and understanding of technical and vocational pathways • Understanding of how to work collaboratively with their school or college's Careers Leader <p>CPD for ECs on recruitment and matching of EAs</p> <ul style="list-style-type: none"> • 90% attendance from Hub Leads at the termly Hub Leadership Programme <p>By July 2022 (carried over from FY 21-22):</p> <p>All new ECs invited to national induction within first 3 months in post</p> <p>All new ECs completing the national induction within their first 6 months in post</p> <ul style="list-style-type: none"> • All ECs and Hub Leads receive a minimum of: <ul style="list-style-type: none"> ○ 3 days national CPD per academic year bringing together ECs from across England ○ 3 days local CPD per academic year bringing together ECs regionally 	
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	<ul style="list-style-type: none"> • Training for EAs and Skills Leads as required • Differentiated CPD offer within the Network <ul style="list-style-type: none"> ○ Continue to develop resources and masterclasses as required, based on need identified through feedback and data, to support and develop delivery in and provide quarterly reports on progress. • Deliver recognition moment and share best practice 	
<p>Understand impact and improve practice in the Network of Careers Hubs</p> <ul style="list-style-type: none"> • Undertake surveys of key stakeholders to provide feedback on the Network of Careers Hubs • Investigate the impact of career guidance on outcomes for young people • Produce Annual Careers Education Report to understand national progress in careers education 	<p>By March 2023:</p> <ul style="list-style-type: none"> • Complete pulse survey and case study work to identify impact of Careers Hubs • Support Hubs with the evaluation of their Strategic Plans • Carry out Gatsby benchmark/EET analysis for 2018/19 cohort of leavers (comparing by disadvantage) and track apprenticeship outcomes • Analyse FSQ to identify patterns by age, student characteristics (including disadvantage), school characteristics and Gatsby Benchmark provision • Careers Education in England report 2022: Annual reporting of Compass data and other sources to assess careers education • Conduct evidence gathering from EAs and employers 	
Evaluate all	Quarterly and annual evaluation of	

<p>communications activity that supports the delivery of Objective 1</p>	<p>communications activity submitted to DfE</p>	
<p><u>3. Develop digital tools and support to enable the Network and employers</u></p> <ul style="list-style-type: none"> • Further development of the Enterprise Advisor Network Register (EANR) to support the management of Hub strategic plans • Hosting, maintaining and technical development of the Digital Hub • Further development of the Resource Directory to meet needs of all CEC audiences • Improve reporting to provide better data for users to support the delivery of their work 	<p>Quarterly reporting on delivery of the product roadmaps for the EANR, Digital Hub, and Resource Directory</p> <p>By March 2023:</p> <ul style="list-style-type: none"> • Develop, test, and implement mechanisms and processes to gather additional customer satisfaction data for the EANR, Digital Hub and Resource Directory • Develop a Digital Hub user profile for employer and sector partners to access information, resources, and training • Develop digital tools to test the contribution of employers to careers education • Develop the "Find an EC" tool to provide more detail on what the Hub is working on, and employers/partners involved • Spotlight priority sectors for young people through "Careers Hours" and share resources with the Network to support engagement locally with those sectors 	<p>£700,000</p>
<p><u>Staffing to support delivery of objective 1</u></p> <ul style="list-style-type: none"> • Ensure the Network of Careers Hubs deliver objectives • Create effective partnerships with LEPs, Local/Combined Authorities to support local implementation, delivery and leverage 	<ul style="list-style-type: none"> • Delivery of the objectives set out above 	<p>£2,251,000</p>

<p>of the grant through match funding of EC roles.</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	£18,837,000

OBJECTIVE 2 – SUPPORTING CAREERS LEADERS

Activities:	Key Performance Indicators:	Costs inclusive of VAT and expenses:
<p><u>1. Scale delivery of Careers Leaders training and bursaries</u></p> <ul style="list-style-type: none"> Continue to scale the delivery of Careers Leader Training, delivering 3,500 bursaries by October 2023, so Careers Leaders 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 Develop a leadership professional development programme for central strategic careers leaders, expert, and experienced Careers Leaders 	<p>By October 2023:</p> <ul style="list-style-type: none"> Deliver an additional ~800 training places to reach a cumulative total of 3,500 trained (contracts in place by March 23) 20 systems leaders by application from cohorts of Hub Leads, Trust Central Strategic Leaders, Hub Community of Practice Leads or Teaching School Specialist Leaders of Education (SLE) to complete a pilot Executive Careers Leadership Programme Evaluate Careers Leader Training to identify areas for continued improvement Develop a strategy for the long-term sustainability for training and wider CPD <p>By October 2022 (carried over from FY 21-22):</p> <ul style="list-style-type: none"> Deliver an additional ~750 training places to reach a cumulative total of 2,700 trained across a suite of diversified programmes 	£2,590,000
<p><u>2. Support to enable Careers Leaders</u></p> <p>Develop and deliver Continuing Professional Development (CPD)</p> <ul style="list-style-type: none"> Develop and deliver Continuing 	<p>By August 2023:</p> <ul style="list-style-type: none"> An additional ~1,000 users, to reach a cumulative total of 2,000 users of the new learning modules Develop and deliver series of Excellence Seminars 	£925,000

<p>Professional Development (CPD) resources for Careers Leaders and education stakeholders to support the Network of Careers Hubs and Gatsby Benchmark achievement</p> <ul style="list-style-type: none"> • Scoping of careers focused ITE and wider education workforce development • Develop a Careers Leader Alumni Programme 	<ul style="list-style-type: none"> • Scope and develop pilot options to support careers awareness training for the wider education workforce. • Scope differentiated alumni engagement strategy for on-going CPD and practice development <p>By March 2023:</p> <ul style="list-style-type: none"> • Maintain and drive further engagement for Careers Providers and Trust Communities of Improvement <p>By August 2022 (carried over from FY 21-22):</p> <ul style="list-style-type: none"> • 1,000 users of new learning module 	
<p>National Sector Engagement</p> <ul style="list-style-type: none"> • Communities of Improvement and coordinated Communications • Deliver a programme of sector led coordinated activity across Inclusion (SEND and Alternative Provision), Further Education and Independent Training Providers which focusses on: • Continuation - building collaborative networks, delivering training and induction 	<p>By March 2023:</p> <ul style="list-style-type: none"> • Maintain and drive further engagement for Inclusion, ITPs and FE Communities of Improvement • All new Careers Hubs invited to participate in Inclusion Community of Improvement • All special schools and Alternative Provision settings in Careers Hubs to be invited to receive support • 80% of all Sixth Form Colleges signed up to Connect FE Community of Practice • 50% of Independent Training Providers signed up to Connect • Develop online learning induction module for Independent Training Providers to add to Resource Directory suite 	

<ul style="list-style-type: none"> • Development – continued roll out to the scaling Careers Hubs • Targeting – developing sector identified resources to remove barriers to accessible careers education • Deliver a cost-effective Careers Leader training pilot to Independent Special Schools and ITPs 	<p>All new ECs to be offered SEND induction training</p> <p>By Oct 23</p> <ul style="list-style-type: none"> • Scope a pre-Hub Activation Offer for Independent special schools and specialist colleges • Extended pilot of 15 Independent special school and specialist college CLT places to be delivered blend of face to face and distance learning 	
<p>Develop a National Careers Impact Review System</p> <ul style="list-style-type: none"> • Develop and implement a National Careers Impact Review System 	<p>By March 2023:</p> <ul style="list-style-type: none"> • Full pilot undertaken for Careers Impact System and integration into Careers Hub model with requisite elements of: <ul style="list-style-type: none"> ○ Peer-to-peer review ○ Expert support ○ External challenge • 30 pilot reviews delivered across varying contexts and types of review. Reviews to cover: <ul style="list-style-type: none"> ○ 10 schools requiring intervention/support ○ 5 schools achieving 7 to 8 Gatsby Benchmarks ○ 5 colleges ○ 2 SEND institutions • A minimum of 8 testing peer to 	

	<p>peer reviews (16-24 schools and colleges)</p> <ul style="list-style-type: none"> • Provide feedback and learnings from the pilot (on-going) • Scope digital requirements to scale Careers Impact Review System 	
<p>Obtain regular input from Advisory Groups</p> <ul style="list-style-type: none"> • Meetings held with the Education Leaders Advisory Group, Employer Advisory Group, Youth Advisory Group and other stakeholders as appropriate 	<ul style="list-style-type: none"> • Deliver 1 Advisory Group meeting for each Advisory Group per term 	
<p>Keeping to the four principles of alignment maintain and increase alignment with the National Careers Service</p> <ul style="list-style-type: none"> • Continue to work with the National Careers Service and align CEC digital services to the National Careers Service website • Ensure that Careers Hubs are signposting to National Careers Service local delivery 	<ul style="list-style-type: none"> • Work to integrate CEC's digital services with those provided by National Careers Service • Continue to use Careers Hub channels and engagement with Careers Leaders to ensure National Careers Service services are visible and signposted 	
<p>Evaluate all communications activity that supports the delivery of Objective 2</p>	<p>Quarterly and annual evaluation of communications activity submitted to DfE</p>	

<p><u>3. Develop digital tools to support Careers Leaders</u></p> <p>Increase usage of Compass+ in schools</p> <ul style="list-style-type: none"> • Provide support for Careers Leaders and schools to upgrade and onboard to Compass+ • Provide guidance, and support for Careers Leaders on best practice usage of Compass+ to increase meaningful use of the system • Encourage schools to include students' feedback on the direction of their careers provision • Decommission Compass/Tracker 'Classic' • Significant further development of Compass + • Analyse Compass+ to explore approaches to provision and publish anonymised Compass+ data 	<p>By March 2023:</p> <ul style="list-style-type: none"> • 2,700 schools to have their MIS connected to Compass+ • 1,300 schools frequently using Compass+ to deliver pupil-level provision • 400 schools completed at least one Future Skills Questionnaire survey • Decommission Compass Classic / Tracker and migrate users to revised Compass+ version which allows use without MIS integration of student data • Compass+ development to include migration to new MIS integrator, Future Skills Questionnaire enhancements, Compass evaluation rebuild in Compass+, student communication integration (for example information about apprenticeships), 'who's missing out' data view, internal survey tool discovery, inclusion of data about technical and vocational routes, pilot/proof of concept of digital Careers Leader tools for FE colleges and independent training providers • Further development of Careers Leader digital journey, including single sign-on and improvements to key products (Careers Leaders Training Portal, Resource Directory and Provider Directory), as part of the integrated offer • Develop, test, and implement mechanisms and processes to gather customer satisfaction data for Compass +, Careers Leaders Training Portal, Resource Directory and Provider Directory 	<p>£1,900,000</p>
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	<ul style="list-style-type: none"> • Development of resources and processes to enable the customer services team to support schools in moving to Compass +, to increase usage and to support migration to new MIS Integrator • Carry out bespoke Compass+ analysis projects to explore different approaches to provision • Pilot sharing anonymised Compass data on the CEC website for users to manipulate (e.g., by region, type of institution, disadvantage, Careers Hubs) <p>By August 2022 (carried over from FY 21-22):</p> <ul style="list-style-type: none"> • 2,500 schools and colleges onboarded to Compass+ • Continue to support data transfer allowing Careers Leaders to import careers activities data from other tools into Compass+ <p>By August 2023:(for information only)</p> <ul style="list-style-type: none"> • 3,000 schools to have their MIS connected to Compass+ • 1,500 schools frequently using Compass+ to deliver pupil-level provision • 500 schools completed at least one Future Skills Questionnaire survey 	
<p>Digital products and customer support</p> <ul style="list-style-type: none"> • Provide users of our digital products with effective "self-serve" first line 	<p>By March 2023:</p> <ul style="list-style-type: none"> • Achieve at least 90% customer satisfaction for the Digital Products Help Centre • Achieve at least 90% customer 	

<p>support, supplemented by our Help Desk and appropriate software training</p> <ul style="list-style-type: none"> • Develop and implement a way to measure customer satisfaction for: <ul style="list-style-type: none"> ○ Digital Products Help Centre ○ Help Desk user experience ○ Resources and knowledge articles available on-demand ○ Software training delivered remotely, in person and on-demand 	<p>satisfaction for the Help Desk user experience</p> <ul style="list-style-type: none"> • Achieve at least 90% customer satisfaction for the resources and knowledge articles • Achieve at least 90% customer satisfaction for software training 	
<p><u>Staffing to support delivery of objective 2</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 	<ul style="list-style-type: none"> • Delivery of the objectives set out above 	<p>£1,814,000</p>
	<p>Total Maximum Cost</p>	<p>£7,229,000</p>

CENTRAL SUPPORT COSTS

Activities:	Costs inclusive of VAT and expenses
Core staffing including: finance, human resources, strategy and communications, office management and Executive office	£1,984,000
Operating Costs including: office and facilities, IT infrastructure, legal and professional costs, staff training and development, and media and central communications	£950,000
Total maximum cost:	£2,934,000
TOTAL OVERALL	£29,000,000

Amounts relating to Academic Year 2022/23 which fall into Financial Year 2023/24:

Activity	AY costs 2022/23 for FY 2023/24 (i.e., 5 months)
Careers Hubs	£4,500,000
Total	£4,500,000