



Department
for Education

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

08/06/2021

Dear Mrs Hodgson,

Subject: Grant Offer Letter for The Careers & Enterprise Company

Commercial Reference Number: con_8375

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 up to £27,970,000 for use during the period beginning 01/04/2021 and ending 31/03/2022 and such grant is subject to the [Terms and Conditions DfE Grant Funding Agreement, for agreements entered into from 1 September 2019](#).

3. 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.

4. 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 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 and increasing alignment with the National Careers Service.

5. This is a first version of the 2021-22 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.

6. This Grant, and subset of key performance indicators (KPIs), have been agreed subject to the Department providing additional funding to the Company in FY22-23, to deliver programmes that will run to the end of the academic year in August 2022. 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 the Spending Review.
7. 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).
8. 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.
9. The specific activities and KPIs 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.
10. 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, KPIs, delivery timescales and funding in light of the impact of COVID-19.
11. This Grant will be paid monthly in advance, in line with Annex D and clause 10.1 of the terms and conditions of this Grant Funding Agreement.
12. 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.
13. 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 Company for the purpose of the funded activities.

14. 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.
15. 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.

To accept this offer of funding, please sign both copies of the enclosed Grant Offer Letter (Annex A) and return one of them to Lorna Robinson at the Department for Education. Please retain the other copy for your records.

Yours sincerely,

Details of Grant Allocations

The Careers & Enterprise Company, Commercial Reference Number: con_8375

Table 1 – Overview of estimated budget for FY21-22

Activity	Cost (FY 21-22)
Objective 1: Building Networks	
Grow the Enterprise Adviser Network (EAN)	£7,550,000
Manage Careers Hubs to deliver improvements on the Gatsby Benchmarks	£6,946,000
Support to enable the EAN and Careers Hubs	£1,489,000
Staffing to support delivery of Objective 1	£2,152,000
Objective 2: Supporting Careers Leaders	
Deliver Careers Leaders training and bursaries	£2,768,000
Create and curate Continuing Professional Development (CPD) resources for Careers Leaders and education stakeholders	£135,000
Provide digital tools and support to enable Careers Leaders	£1,133,000
Staffing to support delivery of Objective 2	£1,758,000
Objective 3: Backing the Gatsby Benchmarks	
Increase alignment with the National Careers Service	N/A (cost included under other objectives)
Grow the Special Educational Needs and Disability (SEND), Further Education and Skills (FE) and Independent Training Providers (ITP) Communities of Practice	£300,000
Promote and gather feedback on science, technology, engineering and mathematics (STEM) toolkits	N/A costs incurred in 2020/21
Provide digital tools and support to schools and colleges	£625,000
Evaluate Investment Funds and provide ongoing support for providers	£65,000

Staffing to support delivery of Objective 3	N/A (cost included under other objectives)
Central Support Costs	
Core staffing including finance, human resources, strategy and communications, office management and CEO office support	£2,054,000
Operating Costs including office and facilities, IT infrastructure, legal and professional costs, staff training and development	£975,000
Communications	£20,000
Total Cost	£27,970,000

Funding Requirements for FY22-23

Funding for the EAN and Careers Hubs will be delivered across two financial years (FY21-22 and FY22-23). This is on the basis that the Company is funded to deliver programmes to the end of August 2022.

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

Activity	Total amount	Funding provided in 2021-22	Funding provided in 2022-23
EAN	£11,136,000	£7,550,000	£3,586,000
Careers Hubs	£8,731,000	£6,946,000	£1,785,000
All other activities	£13,474,000	£13,474,000	-
Total	£33,341,000	£27,970,000	£5,371,000

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

OBJECTIVE 1 – BUILDING NETWORKS

Activities:	Key Deliverables by end March 2022, unless specified:	Costs inclusive of VAT & expenses:
<p><u>1. Grow the Enterprise Adviser Network (EAN)</u></p> <p>Develop the EAN</p> <ul style="list-style-type: none"> Continue to develop the EAN in partnership with Local Enterprise Partnerships (LEPs) across England by making an Enterprise Adviser (EA), a volunteer from the world of work, available to secondary schools and colleges including special schools and alternative provision 	<p>By August 2021:</p> <ul style="list-style-type: none"> All eligible schools and colleges to be contacted and made aware of the EAN, CEC resources and Compass 4400 schools and colleges signed up to the EAN 4200 volunteer EAs recruited 3600 schools and colleges matched to an EA 65% of schools and colleges in the EAN fully achieving Gatsby Benchmark 5 95-98% of schools and colleges in the EAN fully or partially achieving Gatsby Benchmark 6* <p>* Partially achieving a benchmark: schools and colleges must achieve a score for at least one sub-benchmark to partially achieve Gatsby Benchmark 6.</p> <p>By August 2022</p> <p>Network Growth:</p> <ul style="list-style-type: none"> Co-fund a minimum of 260 (full time equivalent) Enterprise Co-ordinators (ECs) employed by LEPs or their subcontracted organisations 4400 schools and colleges signed up to the EAN 4400 volunteer EAs recruited 4300 schools and colleges matched to an EA <p>Network Benchmark achievement:</p> <ul style="list-style-type: none"> No EAN schools fully achieving fewer than 2 Gatsby Benchmarks 	<p>£7,550,000</p>

Activities:	Key Deliverables by end March 2022, unless specified:	Costs inclusive of VAT & expenses:
	<ul style="list-style-type: none"> Each LEP 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>Provide support in Opportunity Areas (OAs) to embed careers provision across schools and colleges</p> <ul style="list-style-type: none"> Ensure careers provision is fully embedded in OA schools with a long-term strategic careers plan in place and a focus on embedding careers in the curriculum and sustainable employer engagement 	<p>By August 2021:</p> <ul style="list-style-type: none"> All schools and colleges in OAs are offered an EA Maintain 90% of schools and colleges signed up to the EAN matched to an EA 75% of schools and colleges in OAs fully achieving Gatsby Benchmark 5 50% of schools and colleges in OAs fully achieving Benchmark 1 	
<p>Drive impact from the Cornerstone Employer 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 	<p>By August 2021:</p> <ul style="list-style-type: none"> Ensure each Careers Hub and OA has a minimum of 5 active Cornerstone Employers, in agreement with the accountable LEP <p>Impact of Cornerstone Employers evidenced by:</p> <ul style="list-style-type: none"> End of year report produced for each LEP by August 2022 including case studies on the Cornerstone Employer activities in their Careers Hub(s) and feedback/evidence from local network stakeholders and young people on the impact of those activities <p>Leveraged expertise evidenced by:</p> <ul style="list-style-type: none"> Webinar series to enable peer-peer learning Advisory Groups (Taskforces) of Cornerstone 	

Activities:	Key Deliverables by end March 2022, unless specified:	Costs inclusive of VAT & expenses:
<p>further businesses to make commitments, create sustainability and act as an ambassador and champion for social mobility</p> <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. 	<p>Employers established to advise on national strategic issues</p> <ul style="list-style-type: none"> Resources created to support all businesses to engage with education 	
<p><u>2. Manage Careers Hubs to deliver improvements on Gatsby Benchmarks</u></p> <p>Scale, manage and monitor Careers Hubs</p> <ul style="list-style-type: none"> Manage Careers Hubs across England to deliver improvements against the eight Gatsby Benchmarks Ensure all schools and colleges in Careers Hubs maintain progress against all the Gatsby Benchmarks with a reduction in the number of schools making minimal progress Assess impact beyond the Benchmarks through 'Incubation Projects' testing careers theories through small research projects 	<p>By August 2021:</p> <p>Wave 1 and Wave 2 Careers Hubs:</p> <ul style="list-style-type: none"> Each Wave 1 and Wave 2 Careers Hub achieves an average of at least five Benchmarks <p>Wave 1 Careers Hubs:</p> <ul style="list-style-type: none"> 100% of schools and colleges in Wave 1 Careers Hubs matched to an EA 75% of schools and colleges fully achieving Gatsby Benchmark 5 95-98% of schools and colleges fully or partially achieving Gatsby Benchmark 6 95% of schools and colleges fully achieving Benchmark 1 <p>Wave 2 Careers Hubs:</p> <ul style="list-style-type: none"> 90% of schools and colleges in Wave 2 Careers Hubs matched to an EA 73% of schools and colleges fully achieving Gatsby Benchmark 5 95-98% of schools and colleges fully or partially achieving Gatsby Benchmark 6. 75% of schools and colleges fully achieving Gatsby 	<p>£6,946,000</p>

Activities:	Key Deliverables by end March 2022, unless specified:	Costs inclusive of VAT & expenses:
	<p>Benchmark 1</p> <p>Wave 3 Careers Hubs:</p> <ul style="list-style-type: none"> • 80% of schools and colleges in Wave 3 Careers Hubs matched to an EA (75% by December 2020) • 65% of schools and colleges fully achieving Gatsby Benchmark 5 • 95-98% of schools and colleges fully or partially achieving Benchmark 6 • 75% of schools and colleges fully achieving Gatsby Benchmark 1 • Each Careers Hub achieves an average of at least 4 Benchmarks. <p>All Careers Hubs:</p> <p>By July 2021:</p> <ul style="list-style-type: none"> • Each Hub Lead to attend a minimum of 3 days CPD provided by CEC <p>By August 2022</p> <ul style="list-style-type: none"> • Increase the number of schools and colleges in Hubs by a minimum of 1,050 to achieve 67% coverage • Grant agreements in place with new Careers Hubs by September 2021 • New Hub Leads appointed and in post by end December 2021 • 37 LEPs to have a Careers Hub by September 2021 <p>Benchmark targets for all Careers Hubs:</p> <ul style="list-style-type: none"> • 80% of Careers Hub schools/colleges fully achieving Benchmark 1 • Each Careers Hub achieves an average of at least 5 Benchmarks • Each Careers Hub has no schools and colleges fully achieving fewer than 3 Benchmarks 	

Activities:	Key Deliverables by end March 2022, unless specified:	Costs inclusive of VAT & expenses:
	<ul style="list-style-type: none"> 65% of schools and colleges that have more pupils on Free School Meals than the national average will be in Careers Hubs by August 2022 10 Hub Incubation Projects started in the 21/22 academic year (key deliverables to be agreed between CEC and LEPs during project negotiation phase. These will contribute towards the achievement of the wider Hubs benchmarks targets) 	
<p>3. <u>Support to enable the EAN and Careers Hubs</u></p> <p>Support the EAN with training and development</p> <ul style="list-style-type: none"> Create and deliver a tailored CPD programme for ECs, Hub Leads and EAs Ensure ECs, Hub Leads and EAs are working together to identify local issues and barriers, share best practice and identify opportunities for collaborative working Create resources and masterclasses to support and develop delivery in the EAN Hold a dedicated recognition moment (either annual awards or social campaign) to share best practice and celebrate success across the EAN and key stakeholders 	<ul style="list-style-type: none"> All new ECs invited to national induction within first 3 months in post All new ECs completing the national induction within their first 6 months in post <p>By end July 2021 and then by end July 2022:</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 Training for EAs and LEP Skills Leads as required Differentiated Continued Professional Development offer within the EAN Continue to develop resources and masterclasses as required, based on need identified through feedback and data, to support and develop delivery in the EAN and provide quarterly reports on progress. Deliver recognition moment and share best practice 	<p>£1,489,000</p>

Activities:	Key Deliverables by end March 2022, unless specified:	Costs inclusive of VAT & expenses:
<p>Provide digital tools and support to enable the EAN and Careers Hubs</p> <ul style="list-style-type: none"> • Increase adoption of digital tools in the Network • Upgrade digital tools to optimise Network operations • Develop digital services to support the EAN and Careers Hubs 	<ul style="list-style-type: none"> • Evaluate and optimise the EAN Register to measure and drive performance and to maximise connections and communication across the EAN • Enhance data analyses, visualisations, and automated reports to drive timely decision making and optimise performance across the EAN • Continue to develop digital services to better support the EAN and Careers Hubs including training, information and peer support for EAs and resources for Cornerstone Employers 	
<p>Obtain regular input from Advisory Groups</p> <ul style="list-style-type: none"> • Acquire regular input and feedback from the CEC Groups to support improvements to, and impact of, the Company's activities • Engage young people through effective youth voice 	<ul style="list-style-type: none"> • Meetings held with the Education Leaders Advisory Group, Employer Advisory Group, Network Advisory Group, and other stakeholders as appropriate • Launch Youth Advisory Group • Scope and pilot National Youth Careers Survey 	
<p>Monitor, evaluate and conduct research to understand impact and improve practice in the EAN and Careers Hubs</p> <ul style="list-style-type: none"> • Undertake surveys of key stakeholders to provide feedback on the EAN • Conduct research investigating impact of career guidance on outcomes for young people 	<ul style="list-style-type: none"> • Quarterly analysis and reporting of progress towards the KPIs for the EAN and Careers Hubs • Termly reporting of how schools and colleges both nationally and in the EAN are achieving across all Benchmarks • Careers Hubs Evaluation Report including: <ul style="list-style-type: none"> ○ Detailed evaluation into performance of Wave 1 Careers Hubs in Year 3 ○ Year 2 of Wave 2 Careers Hubs • Undertake surveys of key stakeholders including schools and colleges, EAs and employers 	

Activities:	Key Deliverables by end March 2022, unless specified:	Costs inclusive of VAT & expenses:
<ul style="list-style-type: none"> • Analyse impact of careers guidance on education outcomes • Evidence reviews to support effective targeting • Produce Annual Careers Education Report to understand national progress in careers education 	<ul style="list-style-type: none"> • Analyse linked school-level National Pupil Database (NPD) and Compass data to identify impact on education, employment and training outcomes • Analyse post 16 outcomes in Millennium Cohort Study • Review of the barriers of young people from disadvantaged backgrounds and opportunities for careers education to address • NPD analysis of post-16 pathways for young people from different backgrounds and regions • Publish Annual Careers Education Report 	
<p><u>Staffing to support delivery of objective 1</u></p> <ul style="list-style-type: none"> • Ensure the EAN and Careers Hubs deliver KPIs by providing central coordination and support of local implementation and delivery • Collaborate and create effective partnerships with LEPs to support local implementation and delivery • 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 	<ul style="list-style-type: none"> • Delivery of the KPIs set out above 	£2,152,000
	Total maximum cost:	£18,137,000

OBJECTIVE 2 – SUPPORTING CAREERS LEADERS

Activities:	Key Deliverables by end March 2022, unless specified:	Costs inclusive of VAT & expenses:
<p><u>1. Deliver Careers Leaders training and bursaries</u></p> <p>Deliver Careers Leaders training</p> <ul style="list-style-type: none"> • Deliver 1,950 bursaries by October 2021 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 • Develop Careers Leader training suite to enable differentiated training to be delivered at scale 	<p>By October 2021:</p> <ul style="list-style-type: none"> • Training programmes for Careers Leaders completed for 1,950 schools and colleges. <p>By October 2022:</p> <ul style="list-style-type: none"> • Deliver an additional 750 training places – across a suite of diversified programmes 	<p>£2,768,000</p>
<p><u>2. Create and curate Continuing Professional Development (CPD) resources for Careers Leaders and education stakeholders</u></p> <ul style="list-style-type: none"> • Provide online “Introduction to The Careers Strategy” learning module • Collate, curate and commission best practice resources to support Careers Leaders to implement 	<ul style="list-style-type: none"> • 2750 users of online training by August 2021 • Recommission and launch new online learning module for education stakeholders by September 2021 • 1000 users of new learning module by August 2022 • Develop and deliver Careers Leaders CPD to support EAN development and benchmark achievement • Develop suite of sector responsive webinars to enable on-going professional development of Careers Leaders and education stakeholders • Develop education products and resources for Careers Leaders and Education Leaders based on the needs of the sector 	<p>£135,000</p>

Activities:	Key Deliverables by end March 2022, unless specified:	Costs inclusive of VAT & expenses:
<p>the Gatsby Benchmarks</p> <ul style="list-style-type: none"> Ensure resources are appropriately tailored for special schools, alternative provision schools, and colleges Develop and deliver education response projects to response and react to the needs of Careers Leaders based on changing Education Sector (Covid-19 impact) Develop a Community of Practice for MATs 	<ul style="list-style-type: none"> Develop Benchmark specific resources and guidance for Careers Leaders for changed landscape Develop Careers in Context – Version 2 with a focus on virtual and remote activity Develop on-going CPD suite for Careers Leaders (e.g., new statutory guidance, further develop link governor offer) All Multi Academy Trusts (MATs) with more than 10 schools are invited to join the MAT Community of Practice Develop and deliver MAT engagement strategy Deliver termly MAT engagement events Engage MAT strategic leaders in development of Executive CPD 	
<p>Monitor and evaluate Careers Leaders training</p> <ul style="list-style-type: none"> Issue pre and post training surveys to administer via training providers across new modes of training Investigate impact of training through ongoing monitoring of training participants and Compass data 	<ul style="list-style-type: none"> Analyse and report the impacts for Careers Leaders' knowledge and practice and the impact on Gatsby Benchmark provision. <ul style="list-style-type: none"> Impacts on knowledge and practice to be measured by reporting the changes in Careers Leaders' scores from pre and post training surveys. Impacts on Gatsby Benchmark provision to be measured by analysing Compass results for Careers Leaders' institutions over the longer term. 	
<p><u>3. Provide digital tools and support to enable 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 to Compass+ to increase 	<p>By August 2021:</p> <ul style="list-style-type: none"> 2000 schools onboarded to Compass+ 75% of eligible schools in Wave 1 and Wave 2 Hubs onboarded to Compass+ Support data transfer allowing Careers Leaders to import careers activities data from other tools into Compass+ Broaden MIS integration options for Compass+ 	<p>£1,133,000</p>

Activities:	Key Deliverables by end March 2022, unless specified:	Costs inclusive of VAT & expenses:
<p>the number of schools using the system</p> <ul style="list-style-type: none"> Provide guidance and support for Careers Leaders on best practice usage of Compass+ to increase meaningful use of the system Optimise Compass+ based on user input to increase meaningful use of the system in schools Maintain Compass/Tracker 'Classic' 	<ul style="list-style-type: none"> Establish monthly active user benchmark for Compass+ and set growth target for 2021/22 academic year Report on growth of active Compass+ users From September 21 <p>By August 2022:</p> <ul style="list-style-type: none"> 2500 schools onboarded to Compass+ Continue support data transfer allowing Careers Leaders to import careers activities data from other tools into Compass+ 	
<p><u>Staffing to support delivery of objective 2</u></p> <ul style="list-style-type: none"> Team to manage the ongoing development and delivery of training and digital tools for Careers Leaders and wider education stakeholders 	<ul style="list-style-type: none"> Delivery of the KPIs set out above 	£1,758,000
	Total maximum cost:	£5,794,000

OBJECTIVE 3 – BACKING THE GATSBY BENCHMARKS

Activities:	Key Deliverables by end March 2022, unless specified:	Costs inclusive of VAT & expenses:
<p><u>1. Increase alignment with the National Careers Service</u></p> <p>Work with the National Careers Service and the Independent Strategic Adviser on Careers Guidance to deliver the four principles for alignment</p>	<ul style="list-style-type: none"> Support the development of the four principles and attend relevant meetings to drive forward agreed actions and update on progress Agree working arrangements with the National Careers Service at strategic decision-making level and guide working 	N/A (included within the other objectives)

Activities:	Key Deliverables by end March 2022, unless specified:	Costs inclusive of VAT & expenses:
<p>Increase collaboration between Hubs & the National Careers Service local contractors</p> <ul style="list-style-type: none"> Grow awareness of the National Careers Service among Hub Leads, ECs and Enterprise Advisers <p>Align CEC digital services to the National Careers Service website</p> <p>Increase awareness of the National Careers Service among Careers Leaders</p> <p>Improve links between the advice given to young people in schools and colleges and by National Careers Service advisers</p> <p>Work with the National Careers Service to identify relevant sources of local and national Labour Market Information (LMI)</p>	<p>arrangements at local delivery level</p> <ul style="list-style-type: none"> Identify and share with Hub Leads best practice working arrangements with local National Careers Service contractors ECs are informed of the National Careers Service offer to young people Share CEC digital and the National Careers Service digital roadmaps to enable signposting between the two where relevant Provide input into the National Careers Service website redevelopment Incorporate the National Careers Service into Careers Leader training courses in the 21-22 academic year Explore how individual level data can be shared on the support received by young people in school or college with National Careers Service Work with the National Careers Service to coordinate LMI provision at a local level Continue to raise awareness of high-quality LMI among Careers Leaders Work with the National Careers Service to identify how LMI could be made accessible and relevant to schools and colleges and to young people 	
<p>2. <u>Build Special Educational Needs and Disability (SEND). Further Education (FE) and Skills and Independent Training Providers (ITP) Communities of Practice</u></p> <p>Grow the SEND Community of Practice</p> <ul style="list-style-type: none"> Develop a tiered offer to support SEND schools and colleges, alternative provision 	<ul style="list-style-type: none"> Continue to encourage all SEND schools and colleges invited, to be involved in the Community of Practice All alternative provision in Careers Hubs to be invited to join the Community of Practice 800 SEND and alternative provision schools and colleges involved in the Community of Practice Develop sustainable training for SENCOs from mainstream schools 	<p>£300,000</p>

Activities:	Key Deliverables by end March 2022, unless specified:	Costs inclusive of VAT & expenses:
and SENCOs in mainstream schools with high levels of SEND pupils including a focus on preparations for adulthood	<ul style="list-style-type: none"> • Deliver termly events for Community of Practice and selected SENCOs from mainstream schools. • Deliver EC masterclasses specific to SEND <ul style="list-style-type: none"> ○ 2 ECs per new Careers Hubs to attend • Support delivery of SEND training offer for EAs • All new ECs invited to attend SEND foundation course • Undertake research into suitability of EA models for independent special schools 	
<p>Grow the FE and Skills Community of Practice</p> <ul style="list-style-type: none"> • Develop a Community of Practice and key sector partnerships for FE and Skills which is responsive to differing needs of the Sector 	<ul style="list-style-type: none"> • All colleges and sixth form colleges (including specialist colleges, land-based, etc.) invited to be involved in the Community of Practice • 225 colleges involved in the Community of Practice • Deliver termly activity for the FE Community of Practice, including development of FE resources in the Resource Directory • Support delivery of FE training for EAs 	
<p>Provide support for ITPs</p> <ul style="list-style-type: none"> • Build a sector-based offer to support the initial development of Careers Leaders in the ITP sector and provide resources to support learners in ITPs 	<ul style="list-style-type: none"> • Create a sector specific Careers Leader Toolkit for ITPs • Develop a sector specific ITP area of the Resource Directory • 500 unique users accessing the ITP area of the Resource Directory • Roll out ITP Community of Practice 	
<p>3. <u>Promote and gather feedback on science, technology, engineering and mathematics (STEM) toolkits</u></p> <ul style="list-style-type: none"> • Collate feedback on the 	<ul style="list-style-type: none"> • Collect and analyse qualitative feedback on the STEM toolkits developed for Careers Leaders, employers/STEM ambassadors and teachers in schools/colleges • Ongoing promotion on the use of the toolkits to relevant audiences 	N/A costs incurred in 2020/21

Activities:	Key Deliverables by end March 2022, unless specified:	Costs inclusive of VAT & expenses:
<p>STEM toolkits</p> <ul style="list-style-type: none"> Promote the STEM toolkits 		
<p>4. <u>Provide digital tools and support to schools and colleges</u></p> <ul style="list-style-type: none"> Make the Future Skills Tools accessible to schools <p>Develop the Resource and Provider Directories on a common platform</p> <ul style="list-style-type: none"> Continue to develop the Resource Directory to support Careers Leaders to deliver the Gatsby Benchmarks Manage the process for adding quality resources to the Directory that meet schools and colleges' needs <p>Analyse data from digital tools to provide insight into trends and impacts around careers support</p> <p>Create an insight service to guide internal and external digital product and service development around clearly identified need</p>	<ul style="list-style-type: none"> Optimise the Digital Future Skills Tools and scale up usage in schools Consolidate and optimise directory platforms to broaden the offering to Careers Leaders and enable connections to relevant providers Commence development of repository and analytical tools for Compass+ and Future Skills data Begin to consolidate and codify insight on the needs of young people, Careers Leaders, employers, and local authorities to drive aligned product and service development 	<p>£625,000</p>
<p>5. <u>Evaluate Investment Funds and provide ongoing support for Providers</u></p> <ul style="list-style-type: none"> Complete monitoring and performance management across all funds. Deliver evaluation reports for all closing Investment Funds Support a community of Careers Sector Providers 	<ul style="list-style-type: none"> Quarterly reporting highlighting activity and fund performance at a project and whole-programme level Detailed analysis provided to DfE of number of pupils engaged by programmes with breakdowns on gender, SEND, FSM, BAME, geographic where available, by end June 2021 Verify final grant claims by end May 2021 Produce evaluation reports for CEF18A, OAFX, Personal Guidance, CEF18B, 	<p>£65,000</p>

Activities:	Key Deliverables by end March 2022, unless specified:	Costs inclusive of VAT & expenses:
<ul style="list-style-type: none"> Hosting of the Primary Careers Related Learning Platform 	Primary Funds by the end of June 2021 (funded via 2020-21 grant) <ul style="list-style-type: none"> Offer guidance and training to providers to build their capacity and support relationships with third party funders 	
<u>Staffing to support delivery of objective 3</u> <ul style="list-style-type: none"> Complete fund monitoring and evaluation Ensure effective completion of Investment Funds and ongoing support for Providers 	<ul style="list-style-type: none"> Delivery of the KPIs set out above 	
Total maximum cost:		£990,000

CENTRAL SUPPORT COSTS

Activities:		Costs inclusive of VAT and expenses
Core Staffing		£2,054,000
Operating Costs		£975,000
Communications	Subscriptions, licences and media monitoring services; external production expenditure for annual and impact reports (designers, printing, photography); a small proportion of overall website maintenance costs.	£20,000
Total maximum cost:		£3,049,000
TOTAL OVERALL		£27,970,000

Amounts relating to Academic Year 2021/22 which fall into Financial Year 2022/23:

Activity	FY costs 2022/23 for AY 2021/22 (i.e. 5 months)
EAN	£3,586,000
Careers Hubs	£1,785,000
Total	£5,371,000

