

Norwich Opportunity Area

Cornerstone Employer Commitments



Introduction

Opportunity Areas are an important part of the Government's plan for improving social mobility through education¹. A geographical spread of 12 coastal, rural, and urban areas were identified with the aim of testing what works in a range of different communities and spreading best practice to other areas of the country.

As part of the Government's Opportunity Area programme, The Careers & Enterprise Company has committed to work in partnership with Local Enterprise Partnerships (LEPs), Local Authorities, careers providers, employers and educational establishments to ensure that each of the 170,000 young people at secondary school or college in these Opportunity Areas has four or more encounters with the world of work. An employer encounter is an opportunity to learn from employers about work, employment, and the skills that are valued in the workplace. This can be through a range of enrichment activities including visiting speakers, mentoring and enterprise schemes. Research carried out by the Education and Employers Taskforce² shows that receiving four or more encounters with the world of work dramatically improves the employment prospects of young people.

In the last year The Careers & Enterprise Company has targeted resources and support to all 12 Opportunity Areas. We have:

- **established** a community of 60 Cornerstone Employers - local and national employers who work together to support young people in their area;
- **provided** the dedicated resource of an Enterprise Coordinator in secondary schools and colleges in every Opportunity Area, and access to an Enterprise Adviser partnered with every secondary school and college; and
- **delivered** a £1 million fund of support to the initial six Opportunity Areas via our Careers & Enterprise Fund 2016 to scale up existing, effective careers programmes.

In Year 1 across the 221 secondary schools and colleges in the 12 Opportunity Areas:

- **70%** of schools and colleges have been successfully matched to an Enterprise Adviser.
- **90%** have completed the Compass self-assessment tool.³
- **Over 300,000** employer encounters have been delivered.
- **Over 150,000** employer encounters have been directly funded through our £1 million Investment Fund available in the first wave of six Opportunity Areas combined, reaching over 40,000 of 60,000 young people in those six areas.

¹ All 12 areas featured in the lowest performing areas (excluding City of London and Isle of Scilly due to size) in both the 2016 Social Mobility Commission's Index (<https://www.gov.uk/government/publications/social-mobility-index>) and the Department for Education's own analysis of school performance and capacity to improve published in the Achieving Excellence Areas (AEA) methodology paper (<https://www.gov.uk/government/publications/defining-achieving-excellence-areas-methodology>).

² Percy, C. and Mann, A. 2014. School-mediated employer engagement and labour market outcomes for young adults Wage premia, NEET outcomes and career confidence. In Mann, A., Stanley, J. and Archer, L. (Eds.). Understanding Employer Engagement in Education. London & New York: Routledge, pp.205-220

³ Compass is a free tool for schools and colleges in England, that evaluates careers activity against the eight benchmarks of best practice, known as the Gatsby Benchmarks. The tool was built in partnership with the Gatsby Charitable Foundation, to help schools and colleges easily discover their strengths and find areas for improvement.

The role of business

The collective target is to deliver 36,837 meaningful encounters in Norwich by 2020. Many employers are stepping forward to deliver programmes of activity supporting young people and improving social mobility. The ways they are doing so include:

1. Local employers delivering encounters to young people in secondary schools and colleges. These include The Careers & Enterprise Company funded activities in each Opportunity Area to boost existing activities (outlined in Appendix 1).
2. Senior business volunteers acting as Enterprise Advisers to support and advise the leadership team of the secondary school or college to shape and implement their careers plans. The Enterprise Advisers in Norwich are from the following businesses: Complete Building Care Ltd; Grand Thornton; Howes Percival LLP; KPMG; Maids Head Hotel; Monimine; Osiris Ltd; Shorthose Russell; Spicule Ltd and four self-employed Enterprise Advisers.
3. A small number of local businesses have signed up to become a Cornerstone Employer to drive forward a local strategy of support and engagement, building on the existing activities in the area and ensuring the local need from secondary schools and colleges is met by the business community.

Norwich Opportunity Area's Enterprise Coordinator is focused on coordinating the above activities to ensure every secondary school, college and young person is reached.

What is a Cornerstone Employer?

A Cornerstone Employer is a business that is invested in the successful and sustainable delivery of careers education for young people and commits to join a leadership group of local businesses to support the schools, colleges and young people in their area. The Cornerstone Employers work together with their networks and the wider business community to ensure all young people have the opportunities they need to be prepared and inspired for the world of work.

Cornerstone Employers may be large or small businesses, at local or national level, but it is important that they are:

1. **experienced** in engaging with education and so can lead by example and share their experience with other businesses;
2. **dedicated** to investing time and resource to benefit schools, colleges and young people;
3. **committed** to working with other Cornerstone Employers in an Opportunity Area or Careers Hub;
4. **willing** to galvanise their business networks in the area, to collaboratively meet the needs of schools, colleges and young people; and
5. **focused** on sustainability and act as an ambassador and champion for social mobility.

Norwich Opportunity Area's priorities

In setting its priorities, the Partnership Board has focused on areas where the Opportunity Area's time and resources can achieve the best combination of short-term impact and sustainability, balancing action to support the majority of young people and help for those facing the most severe challenges.

The Norwich Partnership Board has identified the following priorities based on the needs of its schools and young people:

- 1** | Improve early speech, language, listening and communication.
- 2** | Raise attainment through targeted, evidence-based continuous professional development (CPD) for teachers and stronger system leadership support.
- 3** | Support children at risk of exclusion from school.
- 4** | Give young people the information and support they need to move successfully between school, college, university and into work. Specific targets include:
 - 90% of the 2018-19 cohort who were eligible for pupil premium in year eleven will be in a sustained destination six months after completing key stage four.
 - By 2021, 40% of young people in Norwich will go on to Higher Education or a higher-level apprenticeship.
 - By 2021, 85% of pupils who were eligible for pupil premium in Year 11 and who studied for a level three qualification will go on to a sustained destination after key stage five.

Key figures of Norwich



16

No. of secondary schools & colleges



9,744

No. of pupils



36,837

Encounters target⁴ over 3 years

⁴An "employer encounter", in the terminology of Gatsby Benchmarks, is an opportunity to learn from employers about work, employment, and the skills that are valued in the workplace. This can be through a range of enrichment activities including visiting speakers, mentoring and enterprise schemes.

The Cornerstone Employers in Norwich will focus on:

1. Recruiting more Enterprise Advisers to ensure every school and college has access to this support and the recruitment of additional Cornerstone Employers.
2. Providing a variety of meaningful employer encounters aiming to reach every pupil in Year 7 and Year 8 year groups by 2020.
3. Supporting suitable apprenticeship candidates and their applications.
4. Providing work placements for young people in lower attainment brackets.
5. Providing support and resources for teachers regarding careers.
6. Galvanising business support through customer/client networks to support the delivery of our commitments.
7. Celebrating success and promoting Norwich Opportunity Area and Cornerstone work.



Our ambition is that no child is 'left behind' in Norwich – this means we need all of our young people to access the great experiences and opportunities that employers can provide to prepare and inspire them for their future. The Cornerstone Employers are working together to understand the needs of each school and college to ensure that, together with all employers in the area, we can reach every young person. I call on all employers to step forward to engage with this plan and make a difference to the young people of Norwich.

Dr. Tim Coulson
Independent Chair,
Norwich Opportunity Area Partnership Board

Cornerstone Employers in Norwich



Aviva

The UK's largest insurer, with business interests in 16 countries worldwide, including a major presence in Norwich.



Grant Thornton

One of the world's largest professional services network of independent accounting and consulting member firms with offices in Norwich.



KPMG

A global network of professional firms providing Audit, Tax and Advisory services with offices in the heart of Norwich.



Norwich City Football Club

Norwich City Football Club (also known as The Canaries or City) is an English professional football club based in Norwich, Norfolk.



Norfolk County Council

The top tier council for Norfolk, based at County Hall in Norwich.

Cornerstone Employer Commitments

The Cornerstone Employers will coordinate their efforts and engage further employers with the aim of offering targeted quality activities throughout the academic year 2018-19 in accordance with the needs of the secondary schools, colleges and young people in Norwich. These commitments, and progress against them, will be reviewed at least quarterly and updated as appropriate.

Examples include:

1 Recruit more Enterprise Advisers to ensure every school and college has access to this support and support the recruitment of additional Cornerstone Employers		
Who	Category	Commitment
Norwich City FC	Enterprise Adviser	Each to provide two Enterprise Advisers and ensure a succession plan is in place.
KPMG		<p>KPMG will commit at least 250 volunteering hours to support their Cornerstone Employer role and ensure two employees are partnered as Enterprise Advisers. An overall commitment of 12 staff days.</p> <p>Will identify at least two local businesses from their local client/supply chain as prospective Cornerstone Employers or Enterprise Advisers.</p>
Grant Thornton		<p>One Enterprise Adviser provided.</p> <p>Will have identified and recommended at least one potential Enterprise Adviser from client/supply chain network by the end of Year 2.</p>
All*		Review client/supply chain networks and suggest two local businesses each that could be a suitable Cornerstone Employer.
All*		<p>Promote the role of Enterprise Adviser and work with the Enterprise Coordinator to ensure each educational establishment has minimum one Enterprise Adviser with success plan.</p> <p>Consider inviting Enterprise Coordinator or Enterprise Advisers to join a team meeting to share their experiences of the Enterprise Adviser role and encourage engagement.</p>
All*		One Cornerstone Employer representative to attend the Enterprise Adviser Network meetings (termly) to provide an update and a link to the Enterprise Adviser business community. Company to be agreed for each term as the quarterly meeting.
All*		

2 | Provide a variety of meaningful employer encounters aiming to reach every pupil and focusing on greatest need. Aim to provide suitable activities for every pupil in Year 7 and Year 8 year groups by 2020

Who	Category	Commitment
KPMG	Work experience (1-2-week block and /or Regular/weekly commitment) And/or Workplace visits	KPMG will continue to work with over 350 students each summer through the Work Ready employability tour, where possible targeting Year 8 students. An overall commitment of eight staff days. Through the WorkReady programme KPMG will provide c.1,000 employer encounters throughout the year and offer a sustained programme of activity using the SkillsBuilder framework. KPMG will make information on all their schemes available to all Norwich schools.
Grant Thornton	Workplace visits	Will offer four workplace visits during Year 2 to all year groups with a larger quota for Year 7 and Year 8 students (12 students per visit).
Norwich City FC	Employer encounters	Norwich City FC will circulate their programme to Norwich Schools.
All, led by Aviva	Business games and enterprise competitions	Research and review opportunity to use gaming approach to understanding the world of work for Year 7 and Year 8.
Norwich City FC	Career talks	Deliver career talks based on local need.
Norwich City FC	Employer involvement in curriculum	Explore potential for use of money management materials in schools.
All*	Employee volunteers	Cornerstone Employers to secure staff volunteers where possible and appropriate to support delivery of grant recipient activities against objectives.
All*	Employee encounters	Support the ambition of The Careers and Enterprise Company to have all employers engage with at least one young person (preferably in Year 7 or Year 8 for Norwich) for every seven employees in your local office.
All*	Targeting employer encounters	Provide list of all schools in the Opportunity Area that your organisation is working with so that the Enterprise Coordinator can identify any gaps in distribution to be addressed.

3 | Support suitable apprenticeship candidates and their applications

Who	Category	Commitment
All who have apprentices in their local teams*	Apprenticeships	To provide a minimum of two apprentices to speak with students in schools and colleges at an assembly or Year Group session (to be agreed with the school/college) to share their story and hints/tips.
All who have apprentices in their local teams*		To provide a minimum of one case study for inclusion on Apprenticeships Norfolk website.
Grant Thornton		Grant Thornton currently employs four apprentices in Norwich. Will continue to offer and support apprenticeships. This includes offering the new Level 7 Accountancy Trailblazer Standard at entry level. Grant Thornton apprentices are currently speaking to students in schools and colleges.
Norfolk County Council		Members of the Apprenticeships Norfolk Network to speak in schools about apprenticeships.
Norwich City FC		Norwich City FC apprentice to deliver talks in schools, sharing their journey from school to employment.
KPMG		KPMG will ensure that all schools in the Norwich area receive information about our KPMG 360, KPMG 360 Digital and KPMG 360 Business Services apprenticeship programmes and that students are signposted to KPMG's Smart Network to receive information on job alerts, information sessions and news that are relevant to their interests.

4 | Provide experiences of the world of work with a particular focus on young people in lower attainment brackets

Who	Category	Commitment
Norfolk County Council	Micro-targeting	To identify demand profile from requests from schools and colleges in the Opportunity Area and share with Cornerstone Employers to advertise requirements to their networks.
Norwich City FC	Work experience (1-2-week block)	Provide one experience of the workplace each month.
Grant Thornton		Will continue to offer work placements as required on an ad-hoc basis. Eight work placements were offered to Year 11 during Year 1.
KPMG		Actively promote KPMG's Year 12 Discovery work experience programme, supporting travel and accommodation costs where required for successful applicants.
All*	Work experience (1-2 week block and /or Regular/weekly commitment)	Support the ambition of The Careers and Enterprise Company to have all employers offering a minimum of one workplace experience (inspiration day or work experience placement) for every 25 employees in your local office.

5

Provide support and resources for teachers regarding careers

Who	Category	Commitment
All*	Teacher CPD	Share best practice with the Cornerstone Employers on how you currently support and provide resources to teachers.
All*		Host teachers at site/office visits with or coordinated by Careers Leaders.
All*		Consider offering placement days to teachers and/or including teachers on workplace visits.
Grant Thornton		<p>Will distribute copies of 'Norfolk Limited 2017' to all Careers Leaders as a resource for local market information (LMI).</p> <p>Will invite all Careers Leaders to Grant Thornton's office for an LMI talk based on the 'Norfolk Limited 2017' Report.</p> <p>Will make the Grant Thornton digital Vibrancy App available to all students.</p> <p>Offer Careers Leaders the opportunity to meet Grant Thornton recruiters and attend an Assessment Day.</p>
KPMG		Ensure all schools and teachers in the Opportunity Area have access to SkillsBuilder resources from Enabling Enterprise, the latest information on pathways into KPMG and KPMG's numeracy toolkits supporting National Numeracy Day in May.
KPMG		For all the schools who participated in WorkReady during the 2017-18 academic year, KPMG is sharing teachable follow up bite-sized resources from Enabling Enterprise to help schools reinforce the learning outcomes throughout this academic year. KPMG volunteers will be available to support the sessions.

6

Galvanise business support through customer/client networks to support the delivery of the Cornerstone commitments

Who	Category	Commitment
All*	Employer engagement	Send communications to customer and supply chain networks to explain your role as a Cornerstone Employer and ask them to offer their support to deliver activities by contacting the Enterprise Coordinator.
All*		For the schools where you have staff acting as an Enterprise Adviser, advertise particular requests from these schools to your networks.
All*		Review your client/supply chain networks and suggest two local businesses each that could be a suitable Cornerstone Employer.
All*		Cornerstone Employers to hold a wider employer business breakfast as a collective, frequency to be determined, to ensure the 'ask' of the local business community is in line with the needs of the schools and colleges and addresses Opportunity Area priorities. Cornerstones to host and invite their networks to attend.
Norwich City FC		To advertise (could use the The Careers and Enterprise Company campaign, once ready), across its stadium to encourage businesses to get involved with their local school/college.
	To support messages to parents, as required by the Opportunity Area, by acting as a channel of communications on match day (flyers, posters, etc).	
	Promote the Enterprise Adviser role to sponsors.	
Norfolk County Council	Targeting	Identify which council -led contracts could require engagement with schools and colleges.

7 Celebrate success and promote Norwich Opportunity Area and Cornerstone work		
Who	Category	Commitment
All*	Sharing best practice	Share a minimum of one case study per year which showcases your work with schools, together with your hints/tips for other businesses to follow your example.
Norwich City FC		Provide case studies on apprenticeship successes.
Aviva		Provide case study on IT apprentice success.
All*	Championing social mobility	Attend workshop with The Careers and Enterprise Company funded programme providers, National Citizen Service, NEACO and any other local programme providers as relevant, to understand their programmes and any volunteer or support requirements to identify opportunities to collaborate or spread the call for volunteers through your networks. Workshop to be scheduled by Enterprise Coordinator.

* The ambition of The Careers and Enterprise Company is that all Cornerstone Employers work together to achieve the Cornerstone commitments laid out in this plan. In order to achieve a specific commitment, the contribution of individual employers is likely to vary, for instance some employers may take a lead whilst others support. This reflects the diversity of Cornerstone Employers in terms of industry, size and resourcing. Specific commitments are discussed, and activities set at quarterly roundtable meetings.

Appendix 1

Programmes and activities funded by the The Careers and Enterprise Company and selected by schools and colleges in the Norwich Opportunity Area

Programme provider	Programme details
EngineeringUK	Tomorrow's Engineers seeks to create the next generation of engineers by helping young people from all backgrounds understand the variety, excitement, and opportunity presented by a career in engineering. The aim is for everyone between 11 and 14 to have at least one engineering experience with an employer and for equal numbers of girls and boys to aspire to become engineers.
EDT	Participants enhance their STEM technical, personal and employability skills through industry-led projects and specialised taster courses. Package includes STEM Day; STEM Family Challenge; STEM team project introducing STEM employability skills - GO4SET.
Young Enterprise	Young Enterprise helps young people develop key employability skills, financial capability, and entrepreneurship. The Young Enterprise offer consists of four activities - Learn to Earn; Employability Masterclass; Tenner Challenge Plus; The Company/Team Programme.
Future First	Future First aims to see every state school and college supported by a thriving alumni community which improves students' motivation, confidence and employment prospects.
Norfolk County Council	NCC's Work Placement Support Service supports schools and colleges to organise high-quality work experience programmes for their students in key stage four and post-16 education.

For further details about provider programmes, please visit The Careers & Enterprise Company's Provider Directory:
<https://www.careersandenterprise.co.uk/find-activity-provider>

For further information please contact:

The Careers & Enterprise Company
 2-7 Clerkenwell Green
 London, EC1R 0DE

+44 (0)20 7566 3400

info@careersandenterprise.co.uk

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 ENTERPRISE
 COMPANY

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ENTERPRISE
COMPANY

The Careers & Enterprise Company
2-7 Clerkenwell Green
Clerkenwell
London EC1R 0DE

www.careersandenterprise.co.uk