

Bradford Opportunity Area

Cornerstone Employer Commitments



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 155,333 meaningful encounters in Bradford 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 Bradford are from the following businesses: PwC, Yvonne Sinclair Consultancy, JHM Inspirations, Asda/Walmart Plc, Christine Lord Associates Ltd, Gabby Parker Consulting, Midland Hotel and one retired Enterprise Adviser.
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.

Bradford 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.

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

- 1** | Strengthening school leadership and the quality of teaching.
- 2** | Parents and place: Literacy and learning.
- 3** | Improving access to rewarding careers. Specific targets include:
 - By 2021, every Bradford eleven to eighteen-year olds will have had the opportunity to benefit from at least four meaningful encounters with employers. This will equate to 150,000 encounters with employers.
 - By 2021, we will have supported 2,400 five to eighteen-year olds to develop essential life skills through Opportunity Area commissioned programmes.
- 4** | Using evidence and research to remove barriers to learning.

Key figures of Bradford



44

No. of secondary schools & colleges



42,130

No. of pupils



155,333

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 Bradford will focus on:

1. Connecting schools and colleges to more employers, recruiting more Enterprise Advisers to ensure every school and college has access to this support.
2. Designing and delivering an ambitious programme of encounters with employers and employees, providing suitable activities for every student in Year 7 and Year 8 by 2020, including those with Special Educational Needs.
3. Delivering a comprehensive programme of experiences with the world of work for all pupils across Bradford.
4. Providing tailored activities to support in raising the aspirations of young people in Bradford.
5. Providing support and resources for careers leaders and teachers across all schools and colleges.
6. Galvanising business support through customer/client networks to support the delivery of the Cornerstone commitments.
7. Celebrating success and promoting Opportunity Area and Cornerstone work.



In Bradford Opportunity Area we believe in strength through partnership. Through these partnerships we aim to sustainably improve social mobility by enhancing school leadership and the quality of teaching, better engaging parents in learning, using evidence and research to remove barriers to learning and improving access to rewarding careers. Employers and their staff, working in partnership with schools as governors, sponsors and by delivering tailored employer encounters for young people are critical to achieving our goals. Cornerstone Employers act as role models and champions to challenge the status quo and support change as key partners to the Opportunity Area, schools and young people in Bradford.

Anne-Marie Canning MBE,
Chair of Bradford Opportunity Area Partnership Board

Cornerstone Employers in Bradford



Burberry Foundation

Founded in 1856, Burberry is a global luxury brand with a distinctive British Identity, employing around 10,000 people worldwide. The product design and development teams are centred in Burberry's London headquarters with finished products manufactured at our facilities in Yorkshire and through an external supplier network predominantly located in Europe. In 2017 Burberry Business Services was opened in Leeds, housing over 350 roles across shared service functions.



Lloyds Banking Group

Lloyds Banking Group is a leading UK based financial services group providing a wide range of banking and financial services, focused on personal and commercial customers. The Group's main business activities are retail, commercial and corporate banking, general insurance, pensions and investment provision. The Group operates the UK's largest retail bank and has a large diversified customer base.



PwC

At PwC, our purpose is to build trust in society and solve important problems. We're a network of firms in 157 countries with more than 223,000 people who are committed to delivering quality in assurance, advisory and tax services.

In Partnership with Industrial Centres of Excellence

The Careers & Enterprise Company works closely with Bradford Council's Industrial Centres of Excellence (ICE) in support of schools and colleges across the Opportunity Area. ICE are an innovative way in which young people can gain qualifications, skills and experience that are planned around the requirements of local businesses. The curriculum that each ICE use has been developed jointly by local businesses, schools and colleges. By aligning the aims and objectives of both ICE and the Cornerstone Employers, we will enable effective and wide-reaching engagement with local employers.



Cllr Imran Khan,
Portfolio Holder
for Education,
Employment
and Skills

In Bradford, our partnership approach to meeting the skills needs of the future has brought the Council, education providers and local businesses together to establish our ground-breaking Industrial Centres of Excellence (ICE) programme. ICE are providing young people with the work based skills that businesses need, which means that they, and the district as a whole, will benefit.

Cornerstone Employer Commitments

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

Examples include:

1 | To provide employees to undertake the role of Enterprise Advisers across the Bradford area in order to support schools with their Careers strategy and leadership, ensuring sufficient succession plans are put in place to maintain these strong relationships

Who	Category	Commitment
All*	Enterprise Adviser	Further Cornerstone Employers to be recruited by local team working collaboratively with existing Cornerstones. Existing Cornerstone Employers to review client/supply chain networks and suggest two local businesses each that could be a suitable Cornerstone Employers.
Burberry		Provide Burberry employees to be Enterprise Advisers in Bradford and ensure a succession plan is in place. Match fund with the The Careers & Enterprise Company Enterprise Coordinators to support the delivery of the Enterprise Adviser Network (EAN) in Bradford.
PwC		Provide eight Enterprise Advisers to support across Bradford, ensure a succession plan is in place.
Lloyds Banking Group		To provide employees to undertake the role of Enterprise Advisers across the Bradford area in order to support schools with their Careers strategy and leadership, ensuring sufficient succession plans are put in place to maintain these strong relationships.
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 at the quarterly meeting.

2 | Design and deliver an ambitious programme of employer encounters, in particular for students in Year 7 and Year 8 by 2020 and for students with Special Educational Needs

Who	Category	Commitment
All*	Employee volunteers	Cornerstone Employers to secure staff volunteers where possible and appropriate to support delivery of The Careers & Enterprise Company funded providers' activities, with a potential event for employers and providers to meet.
All*	Employer encounters	Support the ambition of The Careers & Enterprise Company to have all employers engage with at least one young person for every seven employees in your local office.
All*		Provide a list of all schools in the Opportunity Areas that your organisation is working with, activities planned and year groups targeted to support the Enterprise Coordinator in identifying any gaps in distribution.
Lloyds Banking Group		Offer a range of employer led Financial Literacy Sessions to all secondary schools in Bradford, that are suitable for delivery for KS3,4 and 5 and can be adapted to cater for the individual needs of all students particularly SEND and SEMH students. (800 Pupils).
Lloyds Banking Group		Offer practical sessions around digital skills and website design to a range of students with the joint aims of supporting their understanding of the sector and creating student-led ideas to aid schools in their construction of their careers web page.
PwC		Business games and enterprise competitions
		Provide National Schools Employability Challenge competition – available online to all Bradford students in Years 10 and above to apply: https://www.nsechallenge.co.uk/ .
Lloyds Banking Group		Deliver 'Discover your digital future' skills event for Years 7-9 pupils (150 pupils from 15 schools).

2 | Design and deliver an ambitious programme of employer encounters, in particular for students in Year 7 and Year 8 by 2020 and for students with Special Educational Needs

Who	Category	Commitment
Burberry	Mock interviews/ CV workshops (transition skills)	Deliver school workshops for Years 7- 13 students (200-360 pupils).
Burberry	Workplace visits	Provide guest teacher sessions for Years 7-13 students (90 pupils).
Burberry	Employer talk	Provide guest speaker sessions for Years 7-13 students (minimum 260 pupils).
PwC		Virtual events are available for all Bradford schools to access https://www.pwc.co.uk/careers/school-jobs/events/schools-virtual-events.html .
PwC		Provide 'Back to Schools' tours providing employability skills sessions with Bradford Ambassadors for Years 10 – 13 (875 pupils).

3 | Deliver a comprehensive programme of experiences with the world of work for all pupils across Bradford

Who	Category	Commitment
All*	Work experience (1-2 week block and /or Regular/weekly commitment)	Support the ambition of The Careers & 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. Ensure students have preparation and follow up activities to complete.
PwC		Hold year 12 coaching days in preparation for applications to work experience programme (80 pupils over 2 events).
PwC	Workplace visits	Provide open days for Year 10 – 13 pupils at PwC Leeds offices (90-180 pupils over 3 events).
Burberry		Deliver Inspiration Days across manufacturing and Burberry Business Services for Year 7-13 pupils (180-360 pupils).

4 | Provide tailored activities to support in raising the aspirations of young people in Bradford, with a focus on apprenticeships

Who	Category	Commitment
Burberry	Employer mentoring	Provide Burberry employees as mentors for the Princes Trust mentoring programme (25-30 pupils).
		Provide Burberry Employees as mentors for the Teach First Futures Programme (two mentors, three pupils).
All*		Consider providing employer mentoring. Work with the Enterprise Coordinator to ensure this meets local needs.
Lloyds Banking Group	Apprenticeships	To run a multifaceted apprenticeship programme in Bradford which increases pupil, parent and business awareness and understanding of Apprenticeships.
All who have graduates in their local teams*	Championing social mobility	Identify graduates to speak with students in schools and colleges at an assembly or year group session to share their story and offer hints/tips.
All who have apprentices in their local teams*		Identify 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 offer hints/tips.
All*	Raising aspirations	Encourage employees to deliver a talk at their old school about their education and career journey.
All*		Plan activities to promote higher apprenticeship opportunities, with current/alumni apprentices as speakers.

5

Provide support and resources for Careers Leaders and teachers

Who	Category	Commitment
All*	Teacher CPD	Share best practice with the Cornerstone Employers group 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 experiences of the workplace to teachers.
All*		Support Careers Leaders training that will be provided in every school by The Careers & Enterprise Company.
All*		Promote the role of school governors with your employees. Plan specific activities to encourage employees to consider the role and become a school governor.
Burberry		<p>Provide work inspiration days for 20 teachers.</p> <p>Deliver creative industries CPD sessions for 300 teachers.</p> <p>Fund a creative industries toolkit for teachers.</p> <p>Provide Summer Projects, allowing teachers to spend a week in the workplace, consulting on outreach programmes (2 teachers).</p> <p>Burberry colleagues mentoring teachers in secondary schools (6 coaches, 6 teachers).</p>
PwC, Lloyds and Burberry		Hold Careers Leader breakfast for all schools and colleges in Bradford to share toolkits, resources and opportunities for the years 18-19 (35 Careers Leaders).
Lloyds Banking Group		Provide a broad range of careers lesson plans and resources, accompanied with support for teachers to use and embed these within their careers programmes.
Lloyds Banking Group		Engage with the local council to identify governor vacancies within Bradford and actively promote these roles to all local Lloyds Banking Group employees.
PwC		Virtual events are available for all Bradford schools to access, including specific sessions for Careers Leaders and parents on myth busting about apprenticeships: https://www.pwc.co.uk/careers/school-jobs/events/schools-virtual-events.html .
PwC		Tools and careers information available on the schools toolkit, available to all Bradford schools and colleges. The toolkit includes skills sessions with lesson plans for topics such as commercial awareness, personal branding, employability, interviews: https://www.pwc.co.uk/careers/school-jobs/schools-toolkit.html .

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. For the schools where you have staff acting as an Enterprise Adviser, advertise particular requests from these schools to your networks.
PwC		Engage more employees in volunteering in Bradford through promotion of The Careers & Enterprise Company funded providers. Initiate and host the first Cornerstone Employer meeting. Host an employer engagement event.
Lloyds Banking Group		Seek wherever possible, to engage our clients and other local employers in careers education activity across the Bradford education sector.

7 | Celebrate success and promote Opportunity Area and Cornerstone work

Who	Category	Commitment
All*	Sharing best practice	Share a minimum of one case study per term which showcases your work with schools, together with your hints/tips for other businesses to follow your example. Promote on your corporate website.
PwC		Support and steer the Bradford Opportunity Area Partnership Board; PwC Leeds Office Senior Partner is a board member. Share Cornerstone work with the board. Share a case study to showcase PwC's work with schools that includes hints and tips for other businesses to follow by example.
Lloyds Banking Group		Share a case study to showcase Lloyds' work with schools that includes hints and tips for other businesses to follow by example.

* The ambition of The Careers & 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 Careers and Enterprise Company and selected by secondary schools and colleges in Bradford Opportunity Area.

Grant Recipient	Programme details
Ahead Partnership	Make the Grade programme which includes; growth sector assemblies, mock interviews, enterprise challenges for SEND students, careers events, digital showcase and industry days.
Business Enterprise Support	National Enterprise Challenge which includes; Ryman National Enterprise Challenge and My Perfect University Challenge.
Business in the Community	Employability for Everyone which includes; enterprise activity and workplace visits
EDT	EDT Schools Programme which includes; STEM activity days, STEM family activity days, routes into STEM days and employability skills development.
Future First	Alumni: role modelling for the future which includes; careers talks, employer delivered employability skills workshops, enterprise activities, work-related.
NYBEP	Successful Futures which includes; employability skills sessions, mock interviews, STEM & enterprise challenges and work experience.
The White Room	Digital Advantage Programme which includes; enterprise competition, work experience and employer led careers advice.
Young Enterprise	Company Programme

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

THE CAREERS &
 ENTERPRISE
 COMPANY

 @CareerEnt  @BradfordOppArea

THE CAREERS &
ENTERPRISE
COMPANY

The Careers & Enterprise Company

2-7 Clerkenwell Green

Clerkenwell

London EC1R 0DE

www.careersandenterprise.co.uk