

Careers Hub Prospectus

To strengthen local community involvement, and build on the pilot done in the North East, Government will test Careers Hubs in 20 areas, linking together schools, colleges, universities and other local organisations.

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The Careers & Enterprise Company.

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Summary

In our Careers Hub fund, we will allocate £5 million of government-backed investment to trial and evaluate 20 Careers Hubs over two years. We will test whether being part of a Careers Hub helps schools and colleges to meet the Gatsby Benchmarks and ultimately improves a range of outcomes for young people.

1. Introduction

The Careers & Enterprise Company was set up in 2015 to transform careers and enterprise provision in schools and colleges across England. Our initial remit was employer engagement (Gatsby Benchmarks 5 and 6). In the December 2017 Careers Strategy, this was broadened across the Gatsby Benchmarks, starting in 20 Hubs.

Our role is to act as a catalyst in the fragmented landscape of careers and enterprise, supporting programmes that work, filling gaps in provision and ensuring coverage across the country.

We are committed to collaborating with others and our network is growing rapidly. We are already working with half the secondary schools and colleges in England and, through our investment funds, are on course to provide 500,000 young people with opportunities to interact with employers.

The government's Careers Strategy

The government's Careers Strategy, launched in December 2017, puts us at the heart of driving forward careers provision for young people. In our Implementation Plan, [published on our website](#), we set out our approach to delivering against the areas for which we are responsible.

In 2014, the Gatsby Charitable Foundation published the Gatsby Benchmarks. These are based on international research and identify best practice.

The eight Gatsby Benchmarks of Good Career Guidance

1. A stable careers programme
2. Learning from career and labour market information
3. Addressing the needs of each pupil
4. Linking curriculum learning to careers
5. Encounters with employers and employees
6. Experiences of workplaces
7. Encounters with further and higher education
8. Personal guidance

Since October 2015, the Gatsby Charitable Foundation has been running a pilot in the North East Local Enterprise Partnership area based on the Gatsby Benchmarks. This includes the Enterprise Adviser Network and employer engagement but also extends to the support being offered to schools and colleges across all the Gatsby Benchmarks. The government's Careers Strategy asks The Careers & Enterprise Company to scale up this model by establishing 20 Careers Hubs across the country, based on the model piloted in the North East.

2. Overview of funding available

2.1 What is a Careers Hub?

A Careers Hub is a group of between 20 and 40 secondary schools and colleges located in the same geographic area, working with universities, other education and training providers, employers and career guidance professionals to ensure the Gatsby Benchmarks are delivered in each school and college within the Hub and that careers outcomes are improved for all young people. Schools and colleges within a Hub should have a shared vision of how they will work together to improve outcomes for the young people in their area.

The key components are:

- A new Hub Lead working with existing Enterprise Coordinators, trained in how to deliver the Gatsby Benchmarks. The Hub Lead and Enterprise Coordinators will support schools and colleges, each with an Enterprise Adviser, to deliver against the Gatsby Benchmarks. The Hub Lead also coordinates activity, builds local networks (for example, with employers, businesses and higher and further education providers) and is responsible for reporting oversight, stakeholder engagement and evaluation.
- A small Central Hub Fund of around £1,000 per school/college to support the Hub in delivering its goals. This Hub fund will offer the opportunity to invest in activities which benefit schools and colleges across the Hub, such as apprenticeship events and broader learning and sharing events.
- The Hub will have the chance to bid to receive virtual wallets by The Careers & Enterprise Company approved providers through the employer encounters fund (to be launched in May 2018).
- Some schools and colleges within the Hub will receive Careers Leaders training bursaries.

By establishing the 20 Careers Hubs across the country, we will be able to test the model piloted in the North East at a much wider scale, covering around one-seventh of the country. A key part of the Careers Hub programme will be testing and evaluating whether being part of a Careers Hub helps schools and colleges to meet the Gatsby Benchmarks and ultimately improves a range of outcomes for the young people in the local area. We recognise that many schools and colleges will not become part of a Careers Hub. That is why other resources set out in the Careers Strategy, such as the Investment Fund and Careers Leader training bursaries, will also be available to some schools and colleges outside of the Hubs.

What is a virtual wallet?

A virtual wallet is funding which we allocate to a school or college for them to use to choose activities from a rate card of high-quality providers. Schools and colleges are encouraged to choose provision that best supports the gaps they have identified through completing Compass, a diagnostic tool of their performance against the Gatsby Benchmarks. After a school or college makes a selection, The Careers & Enterprise Company contracts with a provider to deliver the activity to schools and colleges directly. Hubs will have the opportunity to bid for access to virtual wallets for their schools and colleges through a separate employer encounters fund to be launched in May 2018.

What is a Careers Leader training bursary?

The bursary provides funding covering a training place on a The Careers & Enterprise Company assessed provider training course. It also provides additional funding to support the release of the member of staff to receive this training.

2.2 Criteria for Careers Hubs

Table 1: Overview of Careers Hubs

Objective	To test Careers Hubs in 20 areas, linking together schools, colleges and other local organisations to deliver improvements against the eight Gatsby Benchmarks.
What are we trying to achieve?	By establishing the 20 Careers Hubs across the country, we will be able to test the model piloted in the North East on a much wider scale, covering around one-seventh of the country. Careers Hubs will enable this by bringing schools, colleges and other partners together and offering them access to support and resources to help them meet the eight Gatsby Benchmarks. A key part of the Careers Hub programme will be testing and evaluating whether being part of a Careers Hub helps schools and colleges to meet the eight Gatsby Benchmarks and ultimately improves a range of outcomes for the young people in the local area.
How?	The 20 Careers Hubs will work with, and alongside, our existing Enterprise Adviser Network. We will run an assessment process (see page 8) to select 20 areas of the country to become locally based Hubs. They will be supported with a Hub Lead, Enterprise Coordinators and resources to enable them to support schools and colleges to improve their performance against the Gatsby Benchmarks.
How much?	Up to £5 million across England, including the costs of staffing, training, resources and administration costs, including evaluation. In addition to this £5 million, The Careers & Enterprise Company will continue to co-fund any Enterprise Coordinators who are working to support Hubs.
Delivery timescales	The Hubs to launch in September 2018 and run for two academic years to July 2020.
Who can apply?	The standard model will be for Local Enterprise Partnerships and Combined Authorities to coordinate bids in partnership with named mainstream schools and colleges. However, in any geographical area where the Local Enterprise Partnership or Combined Authority does not wish to coordinate a response, we will welcome bids from other groups of 20-40 schools and colleges who wish to come together.
What activities will we fund?	A new fully-funded Hub Lead working with existing Enterprise Coordinators, trained in how to deliver the Gatsby Benchmarks – up to £60k per Hub Lead covering annual salary and costs. A small Central Hub Fund to support the Hub in delivering its goals – this fund translates to approximately £1k per school/college. The Hub will receive Careers Leaders training bursaries for half of their Careers Leaders up to a maximum of 15 (separate funding source). Hubs will also have the opportunity to bid for 'virtual wallets' for schools and colleges to fund employer engagement. In addition, we will continue to support the 50% annual match funding of Enterprise Coordinators.

Who are we targeting?	<p>The main target is mainstream secondary schools and colleges, although we also welcome the inclusion of special schools and pupil referral units in bids. The target pupils are in years 7 to 13. Independent schools are not eligible to be part of the 20-40 schools/colleges, although we would welcome their involvement in the wider community of practice.</p>
Where will we fund?	<p>The location of the Hubs will be determined by the assessment process. One of the three key criteria will be the need of the area. This will be assessed looking at a set of objective metrics including Cold Spots and Opportunity Areas. Bidders will be expected to make a case about local need across the proposed Hub, based on indicators including Cold Spots and Compass data, supported where helpful by other local indicators.</p> <p>In very exceptional cases we would consider funding more than one Hub in a LEP geography but we would not fund more than two.</p>
How are we funding?	<p>We will contract through our standard grant management process with LEPs or Combined Authorities which are successful in their bids.</p> <p>Where the Hub is outside our standard grant management process, we will agree a quarterly funding model predominantly in arrears with the successful bidder.</p>

3. Application Process

How to apply

Applicants must register their interest by emailing lepinfo@careersandenterprise.co.uk by **3pm on 24 April 2018** to book a provisional interview slot. Interviews will take place between 4 – 15 June in London.

Completed applications comprising of an eligibility form and application form on [The Careers & Enterprise Company website](http://TheCareers&EnterpriseCompany.com) should be submitted to lepinfo@careersandenterprise.co.uk by **3pm on 25 May 2018**.

Applicants considering bidding without LEP or Combined Authority involvement should contact The Careers & Enterprise Company through the relevant Regional Lead (please see Appendix A) by **24 April 2018**. This is so we can support you in the process and connect you to any local partners who are also considering bids.

Applicants are advised to carefully read all chapters of this prospectus and its appendices before submitting their application. Late applications will not be accepted.

About the application forms

The eligibility form is in Excel format. There are nine questions to answer. This will tell you if you are eligible to bid, based on the information you have supplied about your bid. If you are not eligible to bid, your bid will not be assessed and you will not be invited to interview or form a Hub. The eligibility criteria are in Section 4.

If you think you are likely to put in a bid that will fail these eligibility criteria, you should talk to your The Careers & Enterprise Company Regional Lead as soon as possible – see Appendix A for contact details.

The application form is in Word format. In this form you should set out the case for how your bid addresses the assessment criteria listed above. The form is divided into the key categories of:

- **Strength of leadership and plan: Clear governance for the programme**
- **Strength of leadership and plan: Strong local commitment**
- **Strength of leadership and plan: Robust planning**
- **Need of the area**
- **Plans for wider benefit**

We also ask for a small amount of additional information, (please see page 12).

We will only accept up to eight sides of text in minimum 11 point. Additional information will not be assessed.

Next steps after your bid is submitted

The Careers & Enterprise Company will check all bids pass the eligibility criteria, and all organisations who do will be notified by 30 May. Eligible applicants will be expected to attend an interview with representatives of The Careers & Enterprise Company and an independent assessor between 4 and 15 June 2018 to discuss their application in more detail.

We expect that bidders will send a team comprising of LEP/CA/other lead bidder, a representative from the school/colleges which are part of the bid and a representative from the local business community.

The Careers & Enterprise Company is expecting to notify successful applicants by the end of June 2018.

4. Assessment Process

There are two stages to the assessment process:

1. Determine eligibility (self-assessed with support from The Careers & Enterprise Company Regional Leads)
2. Assessment interviews for all bids passing eligibility criteria

Eligibility criteria

Pre-screen to determine eligibility (self-assessed)

You must be able to say “yes” to all the following questions to be eligible to apply for a Careers Hub.

1. Is this bid led by or endorsed by a LEP or Combined Authority? If no, but you are part of a group keen to bid, please contact your regional lead at The Careers & Enterprise Company (see appendix A)*.
2. Does the proposed Hub include between 20 and 40 named schools/colleges in geographically aligned locations?*
3. Are the schools/colleges included in this bid all mainstream secondary schools, colleges, special educational needs and disability (SEND) schools or pupil referral units (PRUs)?
4. Are a number of the schools/colleges already in the Enterprise Adviser Network and is there a commitment to continue to provide Enterprise Coordinators resource to support those schools and colleges?
5. Has a school/college been identified as a lead school/college for the Hub?
6. Have all schools/colleges included in the Hub bid been consulted with and are they all in agreement to a) be part of the Hub and b) committed to have Careers Leader in place by September 2018?

* up to 10% tolerance: LEPs or CAs or groups of schools/colleges may change up to 10% of the schools/colleges initially proposed to allow for changes in staffing etc. affecting commitment

7. Have all schools in the Hub bid:
 - a. Completed or committed to complete a Compass evaluation during the summer term 2018? Have colleges committed to complete Compass within two months of the new Compass for colleges going live?
 - b. Committed to use Tracker to record careers and enterprise activities across the school and colleges?
 - c. Consented to allow the Hub Lead and Enterprise Coordinators access to their Compass and Tracker data for the sole purpose of supporting them in driving improvements against these Benchmarks?
8. Are the schools/colleges included in this bid partners only in this bid and not included in any other bids for Careers Hubs?
9. Are you able to begin Hub delivery by September 2018?

You will be asked to submit a form confirming your response to all these questions alongside your application form.

Assessment criteria

Bids that pass the eligibility criteria will be assessed against the following criteria:
% below indicates the weighting that assessors will afford to each criteria.

A

Strength of leadership and plan - 60%

Clear governance for the programme

There must be clear and strong governance supporting the Hub and aligning it to the delivery of the existing Enterprise Adviser Network

- a. Clear written support from the LEP Board or Combined Authority (both where both exist).
- b. There is a clear line of accountability to a named LEP/CA/equivalent Board Member who will be accountable for delivery, including the timeliness and accuracy of performance management information and grant claims.
- c. Schools and colleges in the LEP are represented on the LEP governance either at Board or sub-group level.
- d. There are clear progress reporting processes and timelines to the LEP/CA/ equivalent that give assurance that performance data submitted to The Careers & Enterprise Company is timely and accurate, or a proven track record of doing this on other programmes.
- e. Processes are in place to ensure that the Hub is aligned and coordinated with the existing Enterprise Adviser Network.
- f. Both inside and outside the Hub, the area has clear plans to grow the Enterprise Adviser Network so that all schools are offered an Enterprise Adviser by 2020.
- g. If Hub bids include schools/colleges in Opportunity Areas, it is clear how the programme aligns with and builds on activity planned in the Opportunity Areas .
- h. Where schools/colleges are bidding without the LEP or Careers Advisers it will be important for them to indicate how they would (with The Careers & Enterprise Company's support) work with the LEP or their equivalent in the area.

Strong local commitment

Local partners must commit to support the Hub

- a. Clear evidence of support from schools and colleges named in the bid, with commitments from lead schools/colleges.
- b. Evidence of support from a range of key local stakeholders which could include: Metro Mayors, local business, providers, broader education and public-sector partners, signed off by a named senior leader in the supporting organisation. Evidence that a wide range of stakeholders have been consulted in devising the bid. This could be demonstrated by letters of support from higher and further education, Local Chambers and lead employers working with the LEP/CA to support the Hub. A minimum of one leading employer/employer body partner and one lead education partner must attend interviews.

Scale of ambition

- a. There is a clear vision for how the local area will improve against the Gatsby Benchmarks.
- b. There is a clear vision for increased employer engagement with schools and colleges in the area.

A

Strength of leadership and plan - 60%

Robust planning

There must be clear plans which are aligned to the aims of the pilot

- a. The proposal is based on a clear understanding of what works in embedding the Gatsby Benchmarks, as demonstrated in the North East Pilot, including a clear plan for improvement against current Gatsby Benchmarks. You can find more information about the pilot here: [Be Inspired](#)
- b. The proposal is clear about how the Hub will improve performance against the benchmarks in (a) a school that is already high performing on the careers agenda and (b) a school that is not performing well on careers and in schools which are at a range of Ofsted grades.
- c. The proposal includes a realistic deployment and roll-out plan showing that the Hub gets to scale (i.e. all schools and colleges engaged and delivering improvements) in 2018/19.
- d. The proposal is realistic and ambitious, based on a robust analysis of the performance of the Enterprise Adviser Network and/or other similar initiatives to date (scale and quality). You should demonstrate how you can both implement the Hub model and deliver the continued growth of the Enterprise Adviser Network both within and outside of the Hub in your region.
- e. The Hub has clear targets for progress within the Hub towards all schools/colleges meeting all eight Gatsby benchmarks.
- f. There is a clear system in place for monitoring and measuring the outcomes for young people, based on The Careers & Enterprise Company's theory of change (see page 25 of our [Implementation Plan](#)).
- g. The proposal will be supported by robust back-office systems to ensure planning, evaluation, communications and reporting processes and compliance with the terms and conditions of The Careers & Enterprise Company Grants.

B

Need of the area - 30%

Evidence of the local need for the pilot

- a. How, at a Hub level, the proposal addresses clear needs as set out in the The Careers & Enterprise Company Cold Spots data and other relevant data and intelligence, demonstrating why individual schools and colleges have been selected for the pilot based on need.
- b. Evidence that the schools and colleges involved have a robust understanding of the career education needs of their pupils e.g. by completing Compass.
- c. Evidence that the proposed approach is offering new or additional support and does not duplicate, displace or confuse the existing provider landscape.
- d. Any intended focus, at Hub Level, based on need across the Gatsby Benchmarks e.g. a priority focus on Benchmarks one and four because this is the particular need in your local area.



Plans for wider benefit - 10%

There is a clear plan to share the lessons learnt from the pilot with other schools and colleges in the area to build an effective community of practice and with other LEPs, MATs and other regional and national partners.

- a. It is clear that a community of practice between schools and colleges in the Hub will be built.
- b. There are plans for collaboration and for the use of the Central Hub Fund: see the Overview of funding available section.
- c. The Hub will benefit the broader area in which it is located.
- d. The Hub will contribute to national learning and best practice.
- e. You have investigated additional funding that the Hub could access.

Additional information to be submitted

- This information must be included in the application form but will not form part of the scoring criteria, or be counted in the eight page limit.
- Please list the names and types of establishments within the bid including pupil numbers.
- Please include details of any resources being contributed by local partners to enhance the reach of the Hub, including potential for match-funding or funding activities which will support the Gatsby Benchmarks, such as employer encounters in schools and colleges in the Hub.
- Please include a clear outline of the organisational design of the Hub.
- The proposal should name any existing Enterprise Coordinators who will be working as part of the Hub. We expect Enterprise Coordinators to be dedicated entirely to schools and colleges within the Hub or a group of schools fully outside the Hub. However, where numbers do not allow this because of the ratios of Enterprise Coordinators to schools/colleges, we would like to see demonstrated a robust plan as to how they would separately manage schools and colleges both in and out of the Hub.

Approach for Opportunity Areas

Opportunity Areas have already received a number of components of the Hub model. All Opportunity Areas will be offered the chance to receive 'top up' support of:

- Training across the Gatsby Benchmarks for their Enterprise Coordinators
- Priority access to Careers Leader bursaries on a 1:2 ratio (The Careers & Enterprise Company will fund one for every two purchased by an Opportunity Area)

They will not have to bid to receive these additional components.

Opportunity Areas are also welcome to be part of a broader Hub bid in agreement with their local area. There is a separate guidance sheet for Opportunity Areas which will be circulated to them, through the Partnership Board.

Timeline

Key dates	Activity	Leads / suggested partners
9 April	Launch of this prospectus	The Careers & Enterprise Company.
9 April – 24 April	Informal process with bidders undertaking self-assessment and bid preparation. LEPs/CAs invited to book a provisional interview slot.	LEPs, Careers Advisers and their local partners. The Careers & Enterprise Company Regional Leads available to discuss bids. Please note, Regional Leads will not be involved in evaluation of bids.
24 April 3pm	Deadline to send expression of interest to lepinfo@careersandenterprise.co.uk	Potential bidders.
25 May 3pm	Hub bid submissions close	LEPs, Careers Advisers and their local partners.
4 – 15 June	Management interviews	The Careers & Enterprise Company and external assessors, LEPs, Careers Advisers and other bidders if appropriate. Please note, a minimum of one lead school and one leading business/business body backing the bid must be in attendance.
End June	Successful Hubs notified	The Careers & Enterprise Company
4 July	Initial expectation setting/community building at The Careers & Enterprise Company annual conference	The Careers & Enterprise Company and successful bidders
July	Contracting Recruitment of Hub Leads	The Careers & Enterprise Company and successful bidders
September	Training of Enterprise Coordinators and Hub Leads Hub delivery starts	The Careers & Enterprise Company
End October	Wash-up training of Enterprise Coordinators and Hub Leads	The Careers & Enterprise Company

5. What can a successful Applicant expect from The Careers & Enterprise Company?

A key aim of the Careers Hub programme is for The Careers & Enterprise Company to actively support projects in a way that goes above and beyond funding. We are committed to developing a community amongst the Hubs we fund to develop networks, capacity and capability, as well as sharing best practice and knowledge gained.

Our Network Team, comprising of our Network Director, Area Managers and Regional Leads will work in partnership with you to help you establish and manage your Hubs and will be there to provide ongoing support to help you maximise your impact. They will also provide access for you to other teams within The Careers & Enterprise Company, such as our research, centre of excellence and digital teams as required.

As with the existing practice which currently supports the Enterprise Adviser Network, The Careers & Enterprise Company will:

- Be part of the assessment and interview of new Hub Leads and new Enterprise Coordinators
- Hold regular reviews with you to discuss progress
- Make research and evidence available relating to the activities funded, including our Gatsby toolkit and a suite of products currently in design on SEND, STEM and other topics
- Provide regular training and development opportunities for Enterprise Coordinators, which will be extended to Hub Leads

By September, we will also launch a tool to evaluate student level impacts.

6. What does The Careers & Enterprise Company expect from a successful applicant?

The Careers & Enterprise Company expects successful organisations to complete monitoring reports that provide information on their delivery in order for us to:

- Build a dataset which allows us and grant recipients to track progress
- Collect data to create insight into the activities we are funding and support evaluation

Our aim is to ensure that the reports add value to the Hub and the Enterprise Adviser Network, as well as the opportunity to reflect on progress and achievement of objectives. This will not be used for accountability.

Reporting and evaluation

Reporting mechanisms will be:

- Progress reports via our automated register
- Compass completions and reports
- Record of Tracker take-up, regular usage, reports, and pupil level data recorded in Tracker (once this functionality is enabled)
- Pupil-level feedback on interventions taken on a before/after basis each year
- Quarterly case studies as part of quarterly reporting

Evaluation

We will shortly publish an evaluation approach which will include:

- Operational metrics including:
 - Number (FTE) of Hub Leads and Enterprise Coordinators in post
 - Number of Enterprise Advisers signed up
 - Number of schools/colleges matched to an Enterprise Adviser
 - Number of schools/colleges using Compass against all the Gatsby Benchmarks (collected by termly updates of Compass)
 - Number of schools/colleges building a plan in Tracker (regular usage)
- Input metrics including:
 - Improvement against the Gatsby Benchmarks
 - Number of meaningful encounters per student, per year from Hub schools/colleges (collected via details of such encounters added to Tracker)
 - Number of dissemination events held per reporting period
- Outcome metrics for young people

Appendix A

Key contacts

The Careers & Enterprise Company Regional Leads

North East - Karleen Dowden	kdownen@careersandenterprise.co.uk
Humber	
Leeds City Region	
North East	
Tees Valley	
York, North Yorkshire and East Riding	
North West - Ella Wardle-Phillips	ewardleworth-phillips@careersandenterprise.co.uk
Cheshire and Warrington	
Cumbria	
Greater Manchester	
Lancashire	
Liverpool City Region	
South West - Suzy Wright	swright@careersandenterprise.co.uk
Cornwall and the Isles of Scilly	
Dorset	
Heart of the South West	
West of England	
Central West - Richard Dorney-Savage	rdorney-savage@careersandenterprise.co.uk
Gloucestershire	
Swindon & Wiltshire	
London - Oli Hallam	ohallam@careersandenterprise.co.uk
London	
South East - Georgina Angele	gangele@careersandenterprise.co.uk
Coast to Capital	
South East	
Solent	
West Midlands - Angela Tellyn	atellyn@careersandenterprise.co.uk
Birmingham and Solihull	
Black Country	
Coventry and Warwickshire	
Stoke on Trent and Staffordshire	
The Marches	
Worcestershire	
Thames Valley - Kerry Senatore	ksenatore@careersandenterprise.co.uk
Enterprise M3	
Thames Valley Berkshire	
Oxfordshire	
Buckinghamshire Thames Valley	
South East Midlands (SEMLEP)	
East/Anglia - Daryl Keyworth	dkeyworth@careersandenterprise.co.uk
Greater Cambridgeshire & Greater Peterborough (GCGP)	
Hertfordshire	
New Anglia	
North/East Midlands - Abdul Bathin	abathin@careersandenterprise.co.uk
Derby, Derbyshire, Nottingham & Nottinghamshire (D2N2)	
Greater Lincolnshire	
Leicester and Leicestershire	
Sheffield City Region	

Skills Leads

LEP	First Name	Last Name	Email address	Job Title
Black Country Consortium	Angela	Moore	angela_moore@blackcountryconsortium.co.uk	Lead Schools and Business Officer
Buckinghamshire Thames Valley	Jackie	Campbell	Jackie@btvlep.co.uk	Skills Development Manager
Cheshire and Warrington	Pat	Jackson	Pat.jackson@871candwep.co.uk	Skills and Education Manager
Coast to Capital	Rebecca	Tonks	rebecca.tonks@coast2capital.org.uk	Senior Enterprise Co-ordinator
Cornwall and the Isles of Scilly	Clare	Harris	charris@cioslep.com	Senior Skills Officer
Coventry and Warwickshire	Craig	Humphrey	craig.humphrey@cwgrowthhub.co.uk	Skills Lead
Cumbria	Craig	Iverson	Clverson@carlisle.ac.uk	Head of Employment and Skills
Derby, Derbyshire, Nottingham and Nottinghamshire	Katrina	Woodward	katrina.woodward@d2n2lep.org	Commissioning Manager (Skills and Employability)
Dorset	Tony	Nelson	tnelson@bournemouth.ac.uk	Skills Policy Manager
Enterprise M3	Sarah	Carter	Sarah.Carter@Enterprisem3.Org.Uk	Project Manager (Skills & Employment) & Strategic Communications
Gloucestershire First	Pete	Carr	peter.carr@gfirstlep.com	Lead Commissioner - Employment & Skills
Greater Birmingham and Solihull	Maria	Lopez	mlopez@solihull.gov.uk	Skills Manager
Greater Cambridgeshire and Greater Peterborough	Stella	Cockerill	Stella.Cockerill@gcgp.co.uk	Head of Skills
Greater Lincolnshire	Clare	Hughes	Clare.hughes@lincolnshire.gov.uk	Skills Lead
Greater Manchester	Nicola	McLeod	Nicola.mcleod@greatermanchester-ca.gov.uk	Principal Skills Lead (Careers and Participation)
Heart of the South West	Khristine	Norton	khristine.norton@devon.gov.uk	Employment and Skills Strategy Manager
Hertfordshire	Norman	Jennings	norman.jennings@hertfordshirelep.co.uk	Skills & Employment Manager
Humber	Teresa	Chalmers	T.Chalmers@humberlep.org	Executive Director Employment and Skills
Lancashire	Dr Michele	Lawty-Jones	michele.lawty-jones@lancashirelep.co.uk	Director - Lancashire Skills Hub
Leeds City Region	Sonya	Midgley	EnterpriseAdvisers@the-lep.com	Enterprise in Education Manager
Leicester and Leicestershire	Fiona	Baker	Fiona.Baker@leicester.gov.uk	Economic Strategy Manager
Liverpool	Lisa	Ashby Dowling	lisa.ashby-dowling@liverpoollep.org	Commercial Broker
London	Aimee	Presly	EnterpriseAdvisers@london.gov.uk	Senior Manager
New Anglia	Natasha	Waller	natasha.waller@newanglia.co.uk	Skills Manager
North East	Michelle	Rainbow	Michelle.Rainbow@nelep.co.uk	Skills Director
Oxfordshire	Helen	Haines	Helen.Haines@OxfordshireLEP.com	Skills Manager
Sheffield City Region	Kryisia	Wooffinden	Kryisia.Wooffinden@SheffieldCityRegion.org.uk	Assistant Director for Skills, Employment and Education
Solent	Stuart	Baker	stuart.baker@solentlep.org.uk	Head of Local Growth
South East - East Sussex	Caroline	Bragg	Caroline.Bragg@eastsussex.gov.uk	Employability and Skills Strategy Manager
South East - Essex	Louise	Aitken	Louise.Aitken@southeastlep.com	Skills Manager
South East - Kent	Rajmund	Brent	rajmund.brent@kent.gov.uk	Skills Lead
South East - West Kent	Wendy	Wood	Wendy.Wood@sevenoaks.gov.uk	Skills Lead
South East Midlands	Paul	Thompson	Paul.Thompson@semlep.com	Employer and Skills Manager
Stoke-on-Trent and Staffordshire	Julie	Obada	Julie.Obada@stoke.gov.uk	Strategic Manager - LEP, Education, Employment & Skills
Swindon & Wiltshire	Kirstie	Barter	Kirstie.Barter@wiltshire.gov.uk	Skills for Young People Manager
Tees Valley	Kelly	Britton-Hawes	Kelly.Britton-Hawes@teesvalley-ca.gov.uk	Careers Education Lead Officer
Thames Valley Berkshire	Joanna	Birrell	Joanna@thamesvalleyberkshire.co.uk	Business Consultant
The Marches	Aggie	Caesar-Homden	Aggie.Caesar.Homden@marcheslep.org.uk	Skills Project Manager
West of England	Pearl	Mills	enterprise@westofengland-ca-gov.uk	Business Engagement Manager (Skills)
Worcestershire	Judy	Chadwick	jchadwick@worcestershire.gov.uk	Skills Lead
York, North Yorkshire and East Riding	Annabel	Jelley	Annabel.Jelley@businessinspiredgrowth.com	Head of Skills

Appendix A

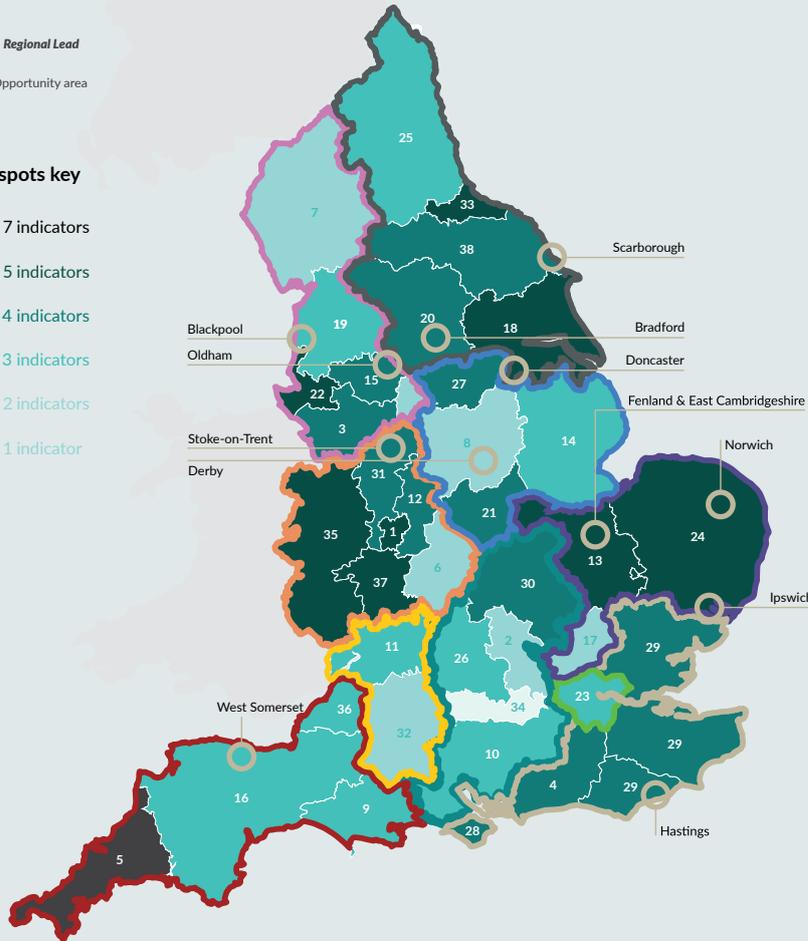
Key contacts

LEP Regions Map

KEY:
Region - Regional Lead
Opportunity area

Cold spots key

- 7 indicators
- 5 indicators
- 4 indicators
- 3 indicators
- 2 indicators
- 1 indicator



- North East - Karleen Dowden**
kdowden@careersandenterprise.co.uk
- North West - Katie Garner**
kgarner@careersandenterprise.co.uk
- South West - Suzy Wright**
swright@careersandenterprise.co.uk
- West - Richard Dorney-Savage**
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- London - Oli Hallam**
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- South East - Georgina Angele**
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- West Midlands - Angela Tellyn**
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- Thames Valley - Kerry Senatore**
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- East/Anglia - Daryl Keyworth**
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- North/East Midlands - Abdul Bathin**
abathin@careersandenterprise.co.uk

Area managers

- North - Clare Hutchinson
chutchinson@careersandenterprise.co.uk
- South - Will Morlidge
wmorlidge@careersandenterprise.co.uk

No.	Local Enterprise Partnership	No.	Local Enterprise Partnership	No.	Local Enterprise Partnership	No.	Local Enterprise Partnership
18	Humber	5	Cornwall and the Isles of Scilly	1	Black Country	34	Thames Valley Berkshire
20	Leeds City Region	9	Dorset	6	Coventry and Warwickshire	13	Greater Cambridge and Greater Peterborough
25	North Eastern	16	Heart of the South West	12	Greater Birmingham and Solihull	17	Hertfordshire
33	Tees Valley	36	West of England	31	Stoke-on-Trent and Staffordshire	24	New Anglia
38	York and North Yorkshire	11	Gloucestershire	35	The Marches	8	Derby, Derbyshire, Nottingham and Nottinghamshire
3	Cheshire and Warrington	32	Swindon and Wiltshire	37	Worcestershire	14	Greater Lincolnshire
7	Cumbria	23	London	2	Buckinghamshire	21	Leicester and Leicestershire
15	Greater Manchester	4	Coast to Capital	10	Enterprise M3	27	Sheffield City Region
19	Lancashire	29	South East	26	Oxfordshire		
22	Liverpool City Region	28	Solent	30	South East Midlands		

Appendix B

Checklist

Before you submit your bid, please ensure you have:

Read the Prospectus	
Registered your interest with The Careers & Enterprise Company by 3pm on 24 April by emailing lepinfo@careersandenterprise.co.uk	
Contacted/met The Careers & Enterprise Company Regional Lead to support informal assessment process	
Booked your interview slot	
Completed the application form and eligibility form emailed to The Careers & Enterprise Company by deadline of 3pm on 25 May	
Made a note of important dates relevant to interviews and decision-making process	
Agreed who is attending the interviews to represent the region	

Appendix C

Hub Lead Job Description

Job Description

Job Title:	Hub Lead
Location:	TBC
Reporting to:	TBC
Direct reports:	TBC
Term:	TBC
Salary Range:	£40,000 - £50,000

Overview

The Careers & Enterprise Company was set up by government in 2015 to inspire and prepare young people for the fast-changing world of work. Our role is to be the national network that connects schools and colleges, employers and careers programme providers to create high-impact careers opportunities for young people.

Executing against this modern and dynamic blueprint cannot be done in isolation. It requires thousands of people from schools, colleges, employers and careers and enterprise providers working together. At The Careers & Enterprise Company, we are committed to working with others to create a network that delivers these encounters and helps schools and colleges build careers and enterprise aligned with this best practice.

Our four pillars of work

- 1. Building local networks:** We are building a national network in collaboration with Local Enterprise Partnerships that connects schools and colleges to employers across the country.
- 2. Finding out what works:** Our research draws together what is known about the best ways to prepare young people for the world of work.
- 3. Backing proven ideas:** Our investment funds help the best ideas spread quickly. We use these programmes to develop best practice and leverage additional investment into the system, with over £15million in external funding secured to date.
- 4. Supporting careers and enterprise with technology:** We are developing a digital infrastructure to support young people into the world of work and to help schools and colleges to optimise their careers and enterprise provision.

As a result of The Careers Strategy, published by government in December 2017, the Careers & Enterprise Company's remit is growing, and the team is expanding.

The Careers & Enterprise Company is led by Christine Hodgson, Chairman of Capgemini, is our Chair. Other board members include Lord Young, former Enterprise Adviser to the Prime Minister, Steve Holliday, former Chief Executive of National Grid plc, Brian Lightman, former General Secretary of ASCL and Dame Julia Cleverdon DCVO, CBE, Vice President of Business in the Community and Special Adviser to The Prince's Charities. The company is led by Claudia Harris, CEO and former partner at McKinsey.

What is a Careers Hub?

A Careers Hub will be a group of between 20 and 40 schools and colleges located in the same geographic area, working with universities, other education and training providers, employers and career professionals to ensure the Gatsby Benchmarks are delivered in each school and college and that careers outcomes are improved for all young people. Schools within a Hub should have a shared vision of how they will work together to improve outcomes for the young people in their area.

The post-holder will ensure that the best local careers and enterprise provision is made available to schools in the area by acting as a core link to existing provision, to new initiatives emerging locally, regionally, nationally and through The Careers & Enterprise Company and by stimulating more provision where there are gaps.

The key components of a Careers Hub are:

- A new Hub Lead working with existing Enterprise Coordinators, all trained in how to deliver the Gatsby Benchmarks. The Hub Lead supports schools and colleges, each with an Enterprise Adviser, to deliver against the Gatsby Benchmarks. The Hub Lead also coordinates activity, builds local networks e.g. with employers, businesses and higher and further education providers, and is responsible for reporting oversight, stakeholder engagement and evaluation.
- A small Central Hub Fund to support the hub in delivering its goals
- Some schools and colleges within the Hub will also receive 'virtual wallets' to fund employer engagement and Careers Leaders training bursaries.

A key part of the Careers Hub programme will be testing and evaluating whether being part of a Careers Hub helps schools and colleges to meet the Gatsby Benchmarks and ultimately improves a range of outcomes for the young people in the local area.

Following the publication of the government's Careers Strategy in December 2017 and the new statutory guidance for schools and colleges in January 2018, The Careers & Enterprise Company has been tasked with scaling up the successful North East Pilot with 20 new Careers Hubs. The 20 Careers Hubs will work with, and alongside, our existing Enterprise Adviser Network and will be supported by The Careers & Enterprise Company's national Centre of Excellence.

Role scope

To lead the local Careers Hub:

- Manage a team of Enterprise Coordinator, to support schools and colleges to form a community of practice.
- You'll drive improvements across all schools and colleges inside the Hub against the eight Gatsby Benchmarks.
- The role will include significant senior stakeholder engagement with schools and colleges, local government, Local Enterprise Partnerships, further and higher education partners, businesses and business bodies.
- Reporting, evaluating, sharing key learning and examples of best practice and driving continuous improvement will all be a key part of this role.

You will be supported by a local Line Manager and a Regional Lead from The Careers & Enterprise Company.

Key responsibilities

The Careers Hub aims to:

- Build capacity within and between the Hub schools to deliver consistent, comprehensive and high-quality career guidance for all students, supporting and challenging hub schools to meet the eight Gatsby Benchmarks of Good Careers Guidance.
- Support Hub schools and encourage non-hub schools to adopt, implement and achieve the Gatsby Benchmarks, using Compass and Tracker to monitor progress.
- Identify the common problems and barriers to the implementation of the Gatsby Benchmarks and identify solutions and opportunities to overcome these issues.
- Create a sustainable and replicable approach to the implementation of the Good Career Guidance Benchmarks that can be applied at scale.
- Actively engage business, employers and wider education business link organisations to enable young people (in Hub schools and beyond) to explore career opportunities and expand their networks through a wide range of encounters and experiences.
- Ensure that every Hub school is matched to an Enterprise Adviser who is empowered to support the school to develop meaningful employer encounters.

Principal responsibilities

- Implement the initiation, growth and successful development of the Careers Hub in accordance with The Careers & Enterprise Company's [Implementation Plan](#), following the principles of 'engage, inform and develop good practice'.
- Develop a strategic plan for the Careers Hub to ensure delivery against KPIs and management of budgets and risk. Map progress and provide quality assurance measurement. Analyse progress data, identify trends and patterns and share this intelligence with Hub schools and The Careers & Enterprise Company so that resource management can be maximised and resources targeted appropriately.
- Establish an advisory group of key stakeholders with a broad range of interests in careers education and align governance with existing local partners delivering in this field.
- Provide strategic leadership to schools and colleges within the Careers Hub to build capacity in the provision of careers guidance, ensuring each school or college within the Hub has a robust annual Career Benchmarks action plan.
- Establish a network of Careers Leaders in each Hub school and college, building a community of practice that encourages collaboration, professional development and signposts Careers Leaders to information, opportunities and sources of support.
- Work closely and regularly with Careers Leaders, Enterprise Coordinators and Enterprise Advisers to undertake, challenge and regularly review audits of Hub schools'/colleges' careers activity against the Gatsby Benchmarks using Compass and Tracker to document and analyse impact and progress, with formal audits as a minimum at the beginning and the end of each academic year.
- Ensure every school or college within the Careers Hub provides three case studies of good practice per year (one per term) and share these case studies with The Careers & Enterprise Company for national dissemination.
- Work with researchers and evaluators to ensure appropriate data and information is collected from schools and that this process is managed effectively.
- Direct the work of Enterprise Coordinators working in the Careers Hub to ensure they are providing an effective link between business and education.

- Ensure that all Careers Hub activity plans link appropriately and as required with other local and regional plans as well as national policy developments.
- Develop and implement the wider benefit strategy to ensure the long-term scalability and sustainability of Career Benchmarks, ensuring that schools who are not part of the Careers Hub also benefit.
- Work with the other Hub Leads across the country to share and disseminate good practice, supporting The Careers & Enterprise Company's national Centre of Excellence.
- Attend Enterprise Coordinator national and local training events and meetings to keep up to date with The Careers & Enterprise Company and Enterprise Adviser Network developments.

Qualifications and experience required

- Demonstrable experience of engaging and building relationships with leaders from education and business.
- Demonstrable experience of leading the delivery of programmes or projects with multiple stakeholders to time and budget and managing and mitigating risks.
- Experience of successfully initiating, developing and quality assuring successful project(s) or programme(s).
- Experience of managing people and performance and providing regular progress reports to a variety of audiences in a variety of formats.
- A strong track record of stakeholder engagement and management and of communicating with a variety of audiences, preferably in the education and careers sector.
- A demonstrable understanding of school culture and the challenges faced by schools in delivering careers and enterprise.
- Up-to-date knowledge of the careers education and corporate social responsibility landscapes.
- An understanding of relevant local and national policy relating to skills and economic development and the issues and barriers to employment faced by young people.
- Experience of volunteer management preferred.

Skills and core competencies

- Excellent communication and interpersonal skills, with the ability to engage and persuade a variety of audiences and encourage others to use new ways of working.
- Strong project management skills with ability to manage high profile projects to time and budget.
- Collaborative and good at building relationships at all levels, with a wide range of external stakeholders, and within The Careers & Enterprise Company and the local organisation.
- Proactive, with the ability to work independently, prioritising a busy workload and a large number of stakeholders.
- Experience of analysing data and gathering evidence to demonstrate impact.
- Adaptable, tenacious, determined, positive and resilient with the ability to deal with ambiguity. Able to work flexibly in line with changing demands.

Appendix D

Memorandum of understanding

You must complete a Memorandum of Understanding (MOU) with each school/college forming part of the bid once a successful bid is agreed. This is an example MOU but may use existing local formats as long as they capture the commitment below.

Careers Hub [insert name]

Memorandum of Understanding between

[INSERT SCHOOL NAME] and [INSERT LEP/CA NAME]

This is a Memorandum of Understanding (MOU) between [INSERT SCHOOL NAME] and [INSERT LEP/CA NAME]

School/college

Organisation name	
Registered address	
Telephone	

[INSERT NAME] LEP/CA

Organisation name	
Registered address	
Telephone	

1. Careers Hubs

A Careers Hub is a group of between 20 and 40 secondary schools and colleges located in the same geographic area, working with universities, other education and training providers, employers and career professionals to ensure the Gatsby Benchmarks are delivered in each school and college and that careers outcomes are improved for all young people. Schools and colleges within a Hub should have a shared vision of how they will work together to improve outcomes for the young people in their area.

2. COMMITMENTS

[INSERT NAME] LEP/CA commits to:

- Employ a full-time Hub Lead to run the Careers Hub pilot in the area.
- To comply with The Careers & Enterprise Company Grant Offer Letter including terms on how payments will be made by The Careers & Enterprise Company and how the Hub will provide ongoing performance management information and data to support evaluation of the pilot.
- Match fund any additional Enterprise Coordinators required to ensure the Hub can operate effectively.
- Recruit, deploy and support Enterprise Advisers across all hub schools and colleges in line with The Careers & Enterprise Company's standard MOU for the Enterprise Adviser Network.
- Collaborate with all schools in the Hub to agree, manage and abide by robust governance processes to ensure effective delivery of the Hub pilot.
- Act in a timely manner, recognising the time-critical nature of the Pilot and respond accordingly to requests for support.

School commits to:

- Provide a nominated person from the Senior Leadership Team to work with the Hub Lead, Enterprise Coordinator and Enterprise Adviser on delivering the Hub's objectives.
- Commit to using the The Careers & Enterprise Company's Compass tool to audit current provision and identify current performance against the Gatsby Benchmarks and to refresh their Compass return at the end of each school term for the duration of the pilot.
- Develop and/or adapt school strategy to embed work related learning across the school to encompass delivering all eight Gatsby Benchmarks.
- Commit to the development of an action plan for careers education using The Careers & Enterprise Company's Tracker tool, to be kept constantly up-to-date as directed by the school's Careers Leader.
- Share the performance data in Compass and Tracker with the [INSERT NAME] LEP/CA and The Careers & Enterprise Company on a basis no more than monthly.
- Share information, experience, materials and skills with other partners in the Hub to learn from each other and develop effective working practices, work collaboratively to identify solutions, eliminate duplication of effort, mitigate risk and reduce cost.

- Attend and participate in Hub network meetings (schedule to be determined by the Hub Lead).
- Commit to the programme until at least the end of July 2020.
- Share examples of best practice and case studies with the Enterprise Advisor.
- Permit receipt of email information communication from [INSERT NAME] LEP/CA and The Careers & Enterprise Company.
- Offer honest feedback and review of the programme to support continuous improvement.
- Act as a champion for the programme with other schools/colleges and businesses.
- Act in a timely manner, recognising the time-critical nature of the pilot and respond accordingly to requests for support.

3. ACTIVITY NOT WITHIN THE PROGRAMME SCOPE

[INSERT NAME] LEP will not:

- Disrupt existing external or school based programmes that are working well
- Duplicate existing activity
- Charge for services

4. AMENDMENTS

Should any party wish to amend the content of this MOU, any proposed changes should be discussed and agreed in writing with the designated parties to this agreement.

5. BREACHES AND ISSUE RESOLUTION

Should any issue arise during the duration of this MOU, then the initial approach should be an informal discussion to highlight the issue and reach a resolution. If for any reason no resolution can be found, then both parties must agree to an action promptly. If required, the MOU can be made invalid through notification in writing by either party.

If for any reason, both or either party continue to fail to abide by the commitments and/or resolve breach(es), then the MOU will become invalid through notification in writing.

The parties affirm to know, understand and agree to all articles of this MOU as above.

SCHOOL/COLLEGE REPRESENTATIVE	[INSERT NAME] LEP REPRESENTATIVE
Signature:	Signature:
Name:	Name:
Position:	Position:
Date:	Date:
CAREERS & ENTERPRISE COMPANY	
Signature:	
Name:	
Position:	
Date:	

Appendix E

School/college sign off sheet

The following schools and colleges have agreed to:

- Be part of this Hub bid.
- Sign a formal Memorandum of Understanding agreeing to the detail of the relationship being entered into.
- Commit to use Tracker to record careers and enterprise activities across the school.
- For schools:
 - Complete a Compass evaluation by the end of summer term 2018 and at least termly thereafter.
- For colleges:
 - Complete a Compass evaluation within two months of the new Compass for Colleges going live, and at least termly thereafter.

School/college name	Establishment type	Number of pupils	SLT sign off

Appendix F

FAQs

1. What is a Careers Hub?

A Careers Hub is a group of between 20 and 40 schools and colleges located in the same geographic area, working with universities, other education and training providers, employers and career professionals to ensure the Gatsby Benchmarks are delivered in each school and college and that careers outcomes are improved for all young people. Schools and colleges within a Hub should have a shared vision of how they will work together to improve outcomes for the young people in their area.

2. We don't have a strong working relationship with our LEP or MCA – how else can we bid?

The model is predicated on requiring support from the existing coordination resources provided by our Enterprise Adviser Network, and as such, we encourage that you work with your local The Careers & Enterprise Company representatives to discuss how best to work with local partners on the bid. There is a list of Skills Leads in Appendix A and The Careers & Enterprise Company Regional Leads who can support you.

3. We are a MAT chain who want to bid on our own – can we?

You will need to consult with your LEP to ensure the LEP is not proposing a bid covering your school/colleges. If there a cluster of schools in an area who want to bid as part of a MAT chain they can approach their LEP to be part of a larger bid and vice versa.

4. We are an individual school. How can we bid?

Please discuss your plans with your LEP. Bids must include a minimum of 20 schools.

5. How will you measure the success of a Careers Hub?

Success in the Careers Hubs will be measured:

- Initially by progress made against the Gatsby Benchmarks
- Then evidence about impact on young people's attributes including career readiness
- In the longer term by improved educational and career outcomes including destinations

6. How much flexibility is there in developing our Hub if we are successful?

In our contracting process following the announcement of successful bids we will seek to agree specific performance outcomes for each bid based on the number of schools to be involved and their progress against the Gatsby Benchmarks. In the prospectus we make clear that up to 10% of the schools/colleges named in a bid can be swapped for other schools in your area, but these changes will need to be agreed and fixed for the length of the pilot at contracting stage. Targets will also be fixed at this point.

Use of Compass and Tracker is not negotiable. We will require all schools and colleges in the Hub to complete Compass and Tracker as set out in the prospectus, which is central to us being able to see progress across the 20 pilots.

7. Can a Hub Lead be a Senior Leader seconded from a school?

Yes, this is the model successfully adopted in the North East. This approach will be fine, subject to clear sign off from the school that the person is being released from school duties for the length of the pilot and seconded to the relevant organisation leading the Hub.

8. How many schools should I put in my bid to get the best chance of success?

First you must ensure your bid includes between 20 and 40 mainstream secondary schools, colleges, special schools and/or PRUs. Then it is for the bidder to decide the optimum number of schools for their bid, considering the evaluation criteria.

9. Can I have a Hub with multiple Enterprise Coordinator in questions with a few schools each?

The proposal should name any existing Enterprise Coordinators who will be working as part of the Hub. Whilst we would typically expect Enterprise Coordinators to either be dedicated to the schools and colleges within the Hub or not, where numbers do not allow this because of the ratios of Enterprise Coordinators to schools/colleges, we would like to see demonstrated a robust plan as to how they would separately manage schools and colleges both in and out of the Hub.

10. How do my schools need to be geographically aligned?

You need to pick a geography which is practical for a lead to physically get around, based on your experience of the logistical challenges faced by your current Enterprise Coordinators.

11. Some of my Hub schools don't have an Enterprise Coordinator in question assigned, will that be an issue if we commit to hiring someone ASAP?

The Careers & Enterprise Company is always open to match funding additional Enterprise Coordinators whether or not they are in Hub areas, as long as there is a clear need for an Enterprise Coordinator – i.e. you are not yet at full network coverage.

12. What is max /optimum no of PRUs and special schools to include in bid?

There is no max other than that the bid cannot be all for one kind of school or college. The optimum is for the bidder to decide based on local circumstances, taking into account the different resourcing needs of the different types of establishment.

13. What does 'launch' in September actually mean?

Ideally we expect Hub Leads and relevant Enterprise Coordinators will have been recruited and in post by end September 2018, and the minimum we will accept is that the Hub Lead recruitment process will have been signed off and in process by 1 September 2018.

14. Which metrics / indicators will you be using in the evaluation exactly? How will our bid be scored and can I see our scores at end of process?

We have set out the criteria in page six onwards of the prospectus. We will assess the strength of response against:

- Strength of leadership and plan
- Need of the area
- Plans for wider benefit

We will provide feedback to unsuccessful bidders. We will not share the workings of the team or assessors.

15. If we can't find any additional funding will that reduce our chance of success?

You do not need match funding to secure a Hub.

16. What ratio of Enterprise Coordinators/Hub Lead to schools should there be in my Hub?

All Careers Hubs regardless of size will have a Hub Lead, but varying numbers of Enterprise Coordinators which is dependent on number of schools. The ratio of Enterprise Coordinators to schools in Hubs should be 1/15, not the usual 1/20 in the Enterprise Adviser Network. This frees up the Enterprise Coordinator to dedicate more time to working across all eight Benchmarks. If individual Hubs choose to have slightly different ratios, this may be acceptable but is something The Careers & Enterprise Company will want to consider and discuss with you as part of the interview process.

17. What is a 'virtual wallet' and how does it work?

A 'virtual wallet' is funding which we allocate to a school or college, and then allow them to use to choose activities from a rate card of high quality providers that best support the gaps in provision they have identified through completing Compass. After a school or college selects, The Careers & Enterprise Company contracts with a provider to deliver the activity to schools and colleges directly.

Here is an illustrated example:

- We identify Townville is a high need area and allocate virtual wallet funds to every school and college in Townville, based on the number of pupils, and ask providers to bid to deliver activity in Townville.
- Townville High School receives a 'virtual wallet' of £5,000 based on the number of pupils it has and has identified through its Compass return that improving work experience is a priority area for them as there is a gap.
- The Careers & Enterprise Company assesses all the applications we receive in Townville, picking the best providers across a number of activity types.

- The Careers & Enterprise Company sends out a list that highlights the best work experience programme locally is run by Townville Work Experience Company and it costs £50 per pupil for a placement.
- Townville High School selects that it would like to 'buy' 100 work experience placements, spending all £5,000 of its virtual wallet. The Careers & Enterprise Company then contracts with Townville Work. Experience company, and they then deliver the work experience placements for the school.

18. What if my LEP is already working across all eight Gatsby Benchmarks? Is it worth me making a bid?

The Careers Hubs will look to support and work within existing Enterprise Adviser Network. We want to avoid duplication. If you feel there is not additionality around a Hub, there may be other elements of The Careers & Enterprise Company offer, for example around the forthcoming Employer Encounter Fund for Disadvantaged Young People, that you may find helpful.

19. If my school or college is not part of a Hub and is not in the Enterprise Adviser Network, what support can I get?

You may be eligible to receive Careers Leaders Bursaries and may benefit from the forthcoming employer encounters fund that you may find helpful.

In addition all schools and colleges can access support from The Careers & Enterprise Company in the form of:

- Face to face support through the Enterprise Adviser Network.
- Digital products, including Compass to help you audit your existing provision.
- An online training module for Careers Leaders (in 2019).
- Toolkits and resources to help you meet the Gatsby Benchmarks.
- Events to learn and share best practice.

In the first instance you should visit our website or contact The Careers & Enterprise Company Regional Lead listed in Appendix A.

20. How closely must our bid follow the North East Model? How will learning from the North East Pilot be shared?

The Careers & Enterprise Company will be providing support to Hub Leads through our programme of Enterprise Coordinator Connect training, including ensuring lessons from the North East are learnt.

Ryan Gibson, who led the North East pilot, and Gatsby have been instrumental in supporting The Careers & Enterprise Company to design the Hubs work. Ryan is helping The Careers & Enterprise Company in the set up phase to ensure learnings are built into training, tools and resources. The NE have already supported the development of our Gatsby Benchmark toolkit which supports schools and colleges with resources and top tips to meet the Gatsby Benchmarks, The Careers & Enterprise Company will also work with the schools and colleges in the pilot to capture video content and resources to support the Hubs. The Careers & Enterprise Company have already involved the North East pilot in national roadshows to share learnings with over 400 schools and colleges.

We expect Hub bids to work towards the same outcomes as the pilot – progress across all eight Gatsby Benchmarks, and a key component of the bid must be to demonstrate how you will use the Hub Lead to provide the knowledge, capacity and time to train up the Enterprise Coordinators, schools and colleges in the pilot. You do not have to copy the exact approach taken by the North East to do so, but our assessors will be keen to see bids which provide clarity on how bids built on significantly different models can give assurance over delivery.

21. Are there currently plans in place to scale the implementation of the Gatsby benchmarks beyond the initial 20 Career Hubs through selection of additional hubs?

We plan to evaluate the success of the first 20 Hubs in across the lifetime of the pilots. The pilot is intended to demonstrate what works in achieving the eight Gatsby Benchmarks and our aim is to share the learning to all schools and colleges in England, whether inside Hubs or not.

22. How will expenditure from the ‘Small Central Hub Fund’ be monitored and who will be responsible for allocation of resource? Does this link to the ‘Virtual Wallet’ or is this a separate resource pot for the hubs to draw on?

The successful bidder will allocate the Central Hub funding. We will expect bids to demonstrate that mechanisms are in place to ensure that the funding is spent in line with our grant offer.

The “virtual wallet” is a separate resource drawn from the £5m investment fund announced in the Careers Strategy. We will publish a separate prospectus on “virtual wallets” in late Spring/early Summer and Hubs will have an opportunity to bid for virtual wallets to support employer engagement.

23. Does the Careers Hub sit inside or outside the Existing Enterprise Adviser Network?

The Hubs are part of the Enterprise Adviser Network. They will sit within the existing Network but with access to additional resources including funding and with some additional governance mechanisms to ensure the integrity of the pilot.

24. Are Careers Hubs predicated only on an urban model?

No. We are seeking to achieve a balance of geographically different models within the Hub pilot. We accept that in rural or coastal areas schools may be more distant from each other than in an urban area. The North East Pilot included a mix of coastal, rural and urban geographies.

25. Who will coordinate the 20 Hubs?

The Careers & Enterprise Company will provide central coordination, management support, advice, research and resources to ensure that the benefits and learning from the Hubs are shared nationally. Existing resources and support that are available to the Enterprise Adviser Network will be made available to the Hubs.

26. We are in an Opportunity Area, what does this mean for us?

A detailed paper has been shared with Opportunity Area Partnership Boards which addresses this. If you need any more information, please contact your Regional Lead.

Appendix G

Useful resources

- i. The Good Bidding Guide: This guide aims to help you to produce successful bids and tenders. It focuses on investment from our funds but is designed to be useful in winning funding from other sources. You can access it via our website: [The Good Bidding Guide](#)
- ii. The government's Careers Strategy and statutory guidance for schools and colleges can be accessed via the following links:
 - [Careers strategy: making the most of everyone's skills and talents](#)
 - [Statutory guidance: Careers guidance and access for education and training providers](#)
- iii. If you are interested in reading more about our response to the government's Careers Strategy, our Implementation Plan can be found here: [Careers Strategy support](#)
- iv. [The Gatsby Benchmark Toolkit](#) sets out for each Benchmark what good looks like, why it matters, what it means in practice and offers top tips to schools and employers
- v. Our digital offering, including our Compass and Tracker tools and our new resource, 'Find an Activity Provider', are designed to support schools and colleges in evaluating their careers activity against the Gatsby Benchmarks and identify how to improve their careers provision. You can access the tools using the below links:
 - [Compass - careers benchmark tool](#)
 - [Tracker - careers planning tool](#)
 - [Find an activity provider](#)
- vi. Our State of the Nation report highlights the need to build schools' capacity to deliver high quality careers provision. This report provides the most comprehensive picture of schools' careers and enterprise provision ever collected - describing the careers and enterprise provision in secondary schools in England in the 2016/17 academic year. You can access it via the following link: [State of the Nation 2017](#)

The Careers & Enterprise Company

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Clerkenwell

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 **@CareerEnt**

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