

Careers Hub Prospectus

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Publication information

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Summary

The Careers & Enterprise Company will allocate £2.5 million of government-backed investment to extend the existing trial of Careers Hubs to another 20 areas. This second wave of Careers Hubs will initially operate for one academic year and will be operational from September 2019. Both waves of the pilot 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.

Careers Hubs are a central part of the government's Careers Strategy, published in December 2017, comprising of up to 40 local schools and colleges working together with universities, training providers, employers and career professionals to improve careers education.

1 | Introduction

About The Careers & Enterprise Company

The Careers & Enterprise Company was set up in 2015 to improve 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 with 20 Hubs and from September 2019 extended to a further 20 areas.

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 schools and colleges in England and, through our investment funds, have invested over £18m to provide young people with opportunities to interact with employers.

The Government's Careers Strategy

The government's Careers Strategy, published in December 2017, puts The Careers & Enterprise Company at the heart of driving forward careers provision for young people.

In 2014 the Gatsby Charitable Foundation published the Gatsby Benchmarks. These are based on international research and identify clearly defined 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 (LEP) 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 asked The Careers and Enterprise Company to scale up this model by establishing 20 Careers Hubs across the country, based on the model piloted in the North East, these commenced in September 2018. In October 2018 we were asked to extend the pilot to another 20 areas initially for a one-year period.

2 | Overview of funding available

What is a Careers Hub?

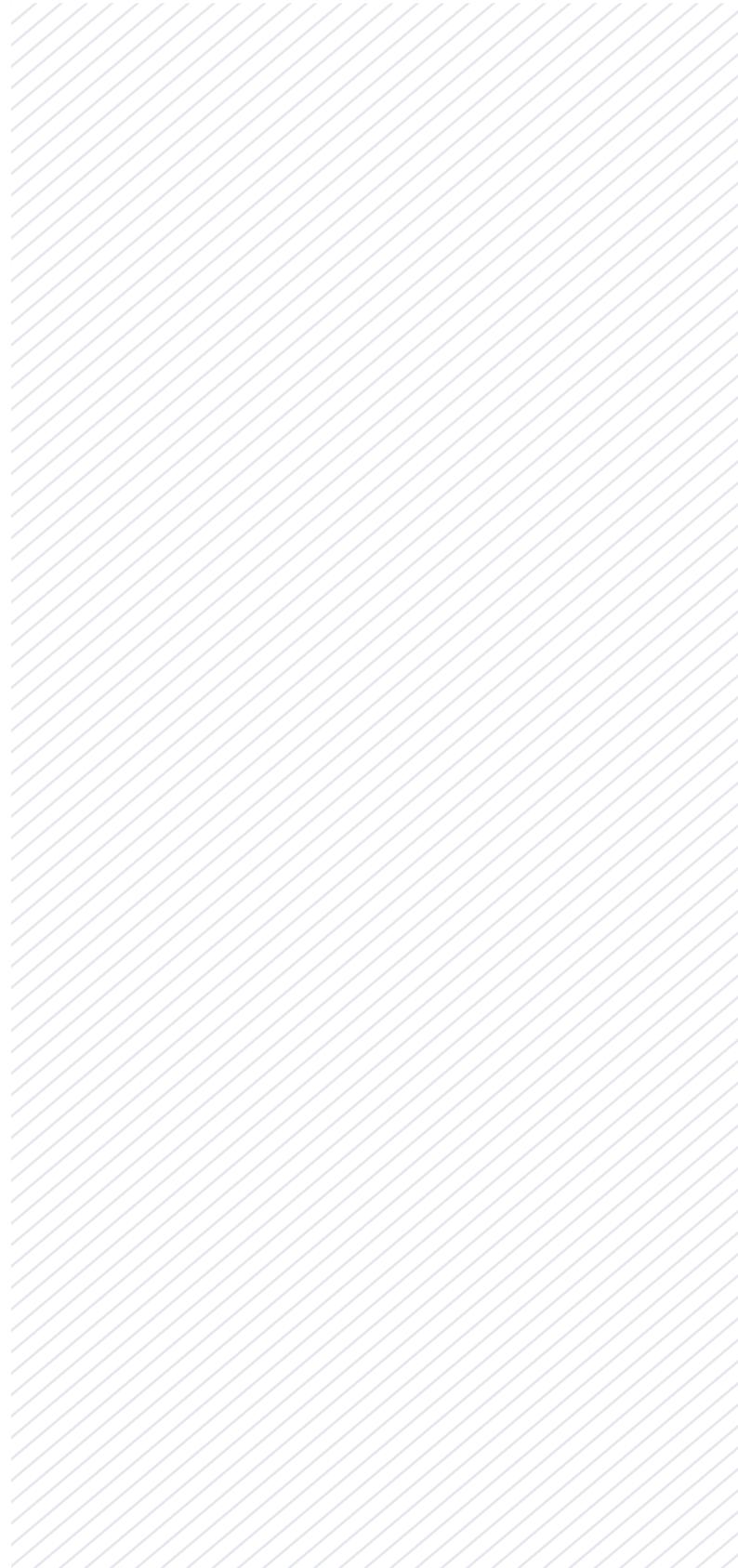
A Careers Hub is a group of between 20 and 40 secondary schools and colleges located in the same geographic area, building a community of practice and working with universities, other education and training providers, employers and career guidance professionals to ensure the Gatsby Benchmarks are delivered 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:

- For new Hubs only: a 'Hub Lead' working with existing Enterprise Coordinators, all 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 e.g. with employers, businesses and higher and further education providers, and is responsible for reporting oversight, stakeholder engagement and evaluation. *Note: we do not anticipate that bids for the expansion of existing Hubs will include the need for additional Hub Leads.*
- 50% match funding from The Careers & Enterprise Company for additional Enterprise Coordinators (in addition to existing 50% match for current Enterprise Coordinators).
- 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 fund activities which benefit schools and colleges across the Hub, such as apprenticeship events, and broader learning and sharing events.
- Support from the North East LEP through its programme of study visits for other areas developing Careers Hubs.
- Support from The Careers & Enterprise Company through Regional Leads, consultancy from a team of experienced school leaders, regular training for Hub staff and a growing body of best practice and resources.
- Some schools and colleges within the Hub will receive Careers Leader bursaries. A Careers Leader bursary is funding covering a training place on a provider training course assessed by The Careers & Enterprise Company and additional funding to support the release of the member of staff to go on this training.

By extending the Careers Hubs pilot to another 20 areas across England, we will be able to test the model piloted in the North East on a wider scale. A key part of the Careers Hub programme is to test and evaluate 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 will look to implement a range of models.

There is an option for a small number of existing Hubs to expand to a larger number of schools and colleges. Expanded Hubs should consider their model and the resource they can build in to extend the capacity for leadership and co-ordination. Hub Enterprise Coordinators are expected to work with 15 institutions, Hub leads with 5 and Senior Enterprise Coordinators with 10. In addition, we are interested to test how leadership can be provided across an expanded Enterprise Coordinator team with a Senior supporting the Hub Lead. The model therefore lends itself to Hub sizes of 50 (3 Hub Enterprise Coordinators and the Hub lead) or 60 (4 Hub Enterprise Coordinators, one of which is a Senior plus the Hub lead).



3 | Criteria for Careers Hubs

Table 1: Overview of Careers Hubs

Objective	To test Careers Hubs in a further 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 broadening the Careers Hub pilot to a further 20 areas, we will be able to test the model piloted in the North East on a much wider scale. 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 is to test and evaluate whether being part of a Careers Hub helps schools and colleges to meet the eight Gatsby Benchmarks and ultimately to improve a range of outcomes for the young people in the local area.
How?	The 20 additional Careers Hubs will work within our existing Enterprise Adviser Network including, where appropriate, the 20 existing Careers Hubs. We will run an assessment process (laid out below) 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?	£2.5 million across England, including the costs of staffing, training, resources and administration costs, including evaluation. In addition to this £2.5 million, The Careers & Enterprise Company will continue to co-fund any Enterprise Coordinators who are working to support Hubs.
Delivery timescales	Hubs to launch from September 2019 and run initially for one academic year to July 2020.
Who can apply?	The standard model will be for Local Enterprise Partnerships and Combined Authorities (CA) to coordinate bids in partnership with named schools and colleges. However, in any geography 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?	<ul style="list-style-type: none"> • 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 on costs. • A small Central Hub Fund to support the Hub in delivering its goals – this fund translates to c. £1k per school/college. • Some schools and colleges within the Hub will receive Careers Leader bursaries. <p>In addition, we will continue to support the 50% annual match funding of Enterprise Coordinators.</p>

<p>Who are we targeting?</p>	<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 a Hub although we would welcome their involvement in the wider community of practice.</p>
<p>Where will we fund?</p>	<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. Bidders will be expected to make a case about local need across the proposed Hub area, based on indicators including Cold Spots and Compass data, supported where helpful by other local data and intelligence. They will be expected to illustrate how prioritisation of benchmarks and targeting of support will be tailored to this local need, including addressing the needs of disadvantaged groups.</p> <p>We will accept bids from:</p> <ul style="list-style-type: none"> • Local Enterprise Partnerships and Combined Authorities that do not currently have a Careers Hub. • Areas that already have a Careers Hub where the bid is for a new Hub of 20-40 schools and colleges, which can be contiguous with or geographically separated from the existing Hub. • Areas with an existing Hub that wish to expand their Hub by up to 40 new schools and colleges to a maximum of 60 schools/colleges. <p>To allow testing of the model, at assessment stage we will be looking to achieve a diversity of Careers Hubs, this will include ensuring a balance of rural, urban, coastal geographies.</p>
<p>How are we funding?</p>	<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>

4 | Application process

How to apply

Applicants must register their interest in applying by emailing lepinfo@careersandenterprise.co.uk by **3pm on 25th January 2019** to book a provisional interview slot. Interviews will take place between **11th-22th March 2019** in London.

Completed applications comprising an eligibility form and application form on The Careers & Enterprise Company website (www.careersandenterprise.co.uk) should be submitted to lepinfo@careersandenterprise.co.uk by **3pm on 22nd February 2019**.

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 **25th January 2019**. This is so we can support you in the process and connect you up to any local partners who are also considering bids.

Applicants are advised to read carefully 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 ten 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 below.

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

There are three application forms, all in Word format. You will need to select the correct form for your bid: there is one form if you are bidding for a new Hub and one if you are bidding to extend an existing hub. There is a third form if you wish to apply to extend an existing

Hub and bid for a second separate Hub. Whichever form you use, 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:

- Capacity to deliver: Clear governance for the programme.
- Capacity to deliver: Strong local commitment.
- Capacity to deliver: Robust planning.
- Capacity to deliver: Evidence of progress made in supporting schools to achieve Gatsby Benchmarks 5 & 6.
- Need of the area.
- Plans for wider benefit.

We also ask for a small amount of additional information, listed below.

The application form is divided into several sections. We will only accept up to eight sides of text in minimum 11 point in Section B of the application form, which is where the majority of the explanatory content is required. 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 **1st March 2019**. Eligible applicants will be expected to attend an interview with representatives of The Careers & Enterprise Company and an independent assessor between **11th and 22nd March 2019** 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 lead school/college and a representative from the local business community.

The company is expecting to notify successful applicants by **12th April 2019**.

5 | Assessment process

There are two stages to the assessment process:

- 1. Determine eligibility (self-assessed with support from The Careers & Enterprise Company's Regional Leads) and submission of eligibility form and application form.**
- 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 and Enterprise Company (see Appendix A).
2. Does the proposed Hub include either (a) a new Hub of between 20 and 40 named schools/colleges or (b) an extension to an existing Hub of up to 40 schools/colleges to an overall maximum of 60 schools/colleges?
3. Are the schools/colleges included in this bid all mainstream secondary schools, colleges, special schools or 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 Coordinator resource to support those schools and colleges?*
5. Has at least one school/college been identified as a lead school/college for the Hub?

* Up to 10% tolerance: Until 30 September 2019 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.

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) have in place by September 2019 a Careers Leader who has undertaken a recognised Careers Leader qualification or is working towards one, including the online training available free at www.careersandenterprise.co.uk/online-careers-leader-training-course?
7. Have all schools and colleges in the Hub bid:
 - Completed or committed to complete a Compass evaluation in advance of the interviews starting on 11th March 2019?
 - Committed to use Tracker to record careers and enterprise activities across the school and colleges?
 - Consented to allow the Hub Lead, Enterprise Coordinator and Enterprise Adviser 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 2019, with a Hub Lead recruited, governance established, and schools or colleges formally signed up?

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:

A | Capacity to deliver – 60%

1. Clear governance for the programme

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

- Clear written support from the LEP Board or Combined Authority (both where both exist).
- 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.
- Schools and colleges in the LEP are represented on the LEP governance either at board or sub-group level.
- 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.
- Processes are in place to ensure that the Hub is aligned and coordinated with the existing Enterprise Adviser Network.
- 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.
- If Hub bids include schools/colleges in Opportunity Areas, it is clear how the programme aligns with and builds on activity planned in the OAs.
- Where schools/colleges are bidding without the LEP or CA it will be important for them to indicate how they would (with The Careers and Enterprise Company's support) work with the LEP/equivalent in the area.

2. Strong local commitment

Local partners must commit to support the Hub.

- Clear evidence of support and commitment from schools and colleges named in the bid, with commitments from Lead Schools/Colleges.
- Evidence of support from a range of key local stakeholders which could include: Metro Mayors, Skills Advisory Panels, 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 HE, FE, local Chambers of Commerce and lead employers working with the LEP/CA to support the Hub. A minimum of one leading employer/business body partner and one lead education partner must attend interviews.
- Local Industrial Strategies, where they are in development, consider the government's careers strategy when referencing local ambitions for careers services.

<p>Scale of ambition.</p>	<ul style="list-style-type: none"> • There is a clear vision for how the local area will improve against the Gatsby Benchmarks. • There is a clear plan for increased employer engagement with schools and colleges in the area. • There is a clear plan to engage and coordinate the careers professionals and providers operating in the area to ensure effective coordination to support schools/colleges and effective access to schools/colleges for the providers.
<p>3. Robust planning</p>	
<p>There must be clear plans which are aligned to the aims of the pilot.</p>	<ul style="list-style-type: none"> • The proposal is based on a clear understanding of what works in embedding the Gatsby Benchmarks, as demonstrated in the North East Pilot (www.goodcareerguidance.org.uk/be-inspired), including a clear plan for improvement against current Gatsby Benchmarks • 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. The Hub should also be clear about wanting a range of Ofsted grades across all schools. • 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 2019/20. • The proposal is realistic and ambitious, based on a robust analysis of the performance of the Enterprise Adviser Network (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. • The Hub has clear targets for progress within the Hub towards all schools/colleges meeting all 8 Gatsby benchmarks. • All schools in the Hub commit to taking part in The Careers & Enterprise Company's FutureSkills Survey to ensure consistent access to data on outputs for young people. • 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. • If the bid includes expansion of an existing Hub, how will the existing Hub Lead undertake the additional work required to support a larger network?

B | Evidence of need – 30%

1. Evidence of local need

Evidence of the local need for the pilot, including rationale for any expansion.

- How proposal addresses clear need, demonstrating why individual schools and colleges have been selected for the pilot and how this build to a picture of need at the Hub level. The evidence should show how disadvantaged groups are being identified and supported.
- Sources of data may include, but are not restricted to: Compass data, The Careers & Enterprise Company's 2018 Cold Spots data, the Social Mobility Index, data underpinning Opportunity Area plans and labour market information from the LEP. It will also include local intelligence and information that puts the data into its local context.
- Analysis of any particular opportunities to make quick and lasting progress in the area chosen, for instance through alignment to other funding sources or existing careers programmes or CSR activities.
- Evidence that the schools and colleges involved have a robust understanding of the career education needs of their pupils e.g. by completing Compass.
- Any intended focus, at a Hub Level, based on need across the Gatsby Benchmarks e.g. a priority focus on Benchmarks 1 and 4 because this is the particular need in your local area.
- Hub activities will be focused on groups of young people and areas most in need of targeted support.

2. Working with the provider landscape

Working collaboratively with other providers of careers advice and education in the area.

- The proposed approach is offering new, additional or enhanced support and does not duplicate, displace or confuse the existing provider landscape.

C | Plans for wider benefit – 10%

1. Plans to share the lessons learnt from the pilot

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.

- How a community of practice between schools/colleges in the Hub will be built, or existing networks developed to support the aims of the Hub.
- There are the plans for collaboration and for the use of the Central Hub Fund: see overview of funding available section.
- How will business, higher education and other local partners benefit from the learning?
- The Hub will benefit the broader area in which it is located.
- The Hub will contribute to national learning and best practice.
- 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, DfE URN number, number of pupils in each institution and the type of institution within the bid.
- 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 e.g. 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.

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

Timeline

A summary of key dates is in the table below:

Objective Key dates	Activity	Leads / suggested partners
January 2019	Launch of this prospectus.	The Careers & Enterprise Company.
	Informal process with bidders undertaking self-assessment and bid preparation. Bidders invited to book a provisional interview slot.	LEPs, CAs and other local partners. The Careers & Enterprise Company Regional Leads available to discuss bids. Please note Regional Leads will not be involved in evaluation of bids.
3pm on 25 th January 2019	Deadline to send expression of interest to lepinfo@careersandenterprise.co.uk	Potential bidders.
3pm on 22 nd February 2019	Hub bid submissions close.	LEPs, CAs and other local partners.
1 st March 2019	Eligible bidders invited to interview.	The Careers & Enterprise Company.
11 th to 22 nd March 2019	Management Interviews.	The Careers & Enterprise Company and external assessors will interview LEPs, CAs and other bidders who meet the eligibility criteria. Note a minimum of one Lead School and one leading business/business body backing the bid must be in attendance.
12 th April 2019	Successful Hubs notified.	The Careers & Enterprise Company.
Summer term	Contracting Recruitment of Hub Leads.	The Careers & Enterprise Company and successful bidders.
	Initial community of practice meeting.	The Careers & Enterprise Company, North East LEP, successful bidders and existing hubs.
September 2019	Training of ECs and Hub Leads Hub delivery starts.	The Careers & Enterprise Company, North East LEP.
Autumn term	Identification of support needs of new Hub areas.	Hub Lead, Lead School, North East LEP.
December 2019	All schools/colleges to update Compass and be using Tracker.	Hub Lead, Lead School.

6 | What can a successful applicant expect?

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 through the projects we fund.

Our Network Team, comprising 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 marketing, research, centre of excellence and digital teams as required.

You will also have access to support from the North East LEP, which is offering a series of study tours to new Hubs to help them to learn from the pioneering experience and expertise of the North East partnership.

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 ECs.
- Hold regular reviews with you to discuss progress.
- Make research and evidence available relating to the activities funded, including our Gatsby toolkits and emerging practice from the wave 1 Hubs.
- Provide regular training and development opportunities for ECs and Hub Leads.
- Provide termly data on performance of your Hub against the Gatsby Benchmarks

7 | What is expected from a successful applicant?

The Careers & Enterprise Company will work with Hubs to provide a dataset which allows us and Hubs to track progress and target support. Our aim is to ensure that the data collection and evaluation adds value to the Hub and EAN and provide the opportunity to reflect on progress and achievement of objectives. This will not be used for accountability.

Reporting mechanisms will be:

- Progress reports via our automated Register (soon to be replaced by the Network App).
- Compass.
- Record of Tracker take-up, regular usage, reports, and pupil level data recorded in Tracker (once this functionality is enabled).
- Our new FutureSkills pupil-level survey on interventions taken on a before/after basis each academic year.
- As part of quarterly EAN reporting: update on spend of the Central Hub Fund, at least one case study per quarter, and the Hub Lead's brief assessment of progress and risks.

Evaluation

Our evaluation approach will include analysis of:

- Operational metrics including:
 - Number (FTE) of Hub Leads and Enterprise Coordinators (ECs) in post.
 - Number of Enterprise Advisers (EAs) signed up.
 - Number of schools/colleges matched to an EA.
 - 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.
- Output metrics for young people.
 - Results of the FutureSkills survey and any Careers and Enterprise Company funded programmes active in Hub areas.

8 | Appendices

Appendix A:
Key contacts

Appendix B:
Checklist for applicants

Appendix C:
Hub Lead job description

Appendix D:
Memorandum of understanding

Appendix E:
School/college sign-off sheet

Appendix F:
FAQs

Appendix G:
Useful resources

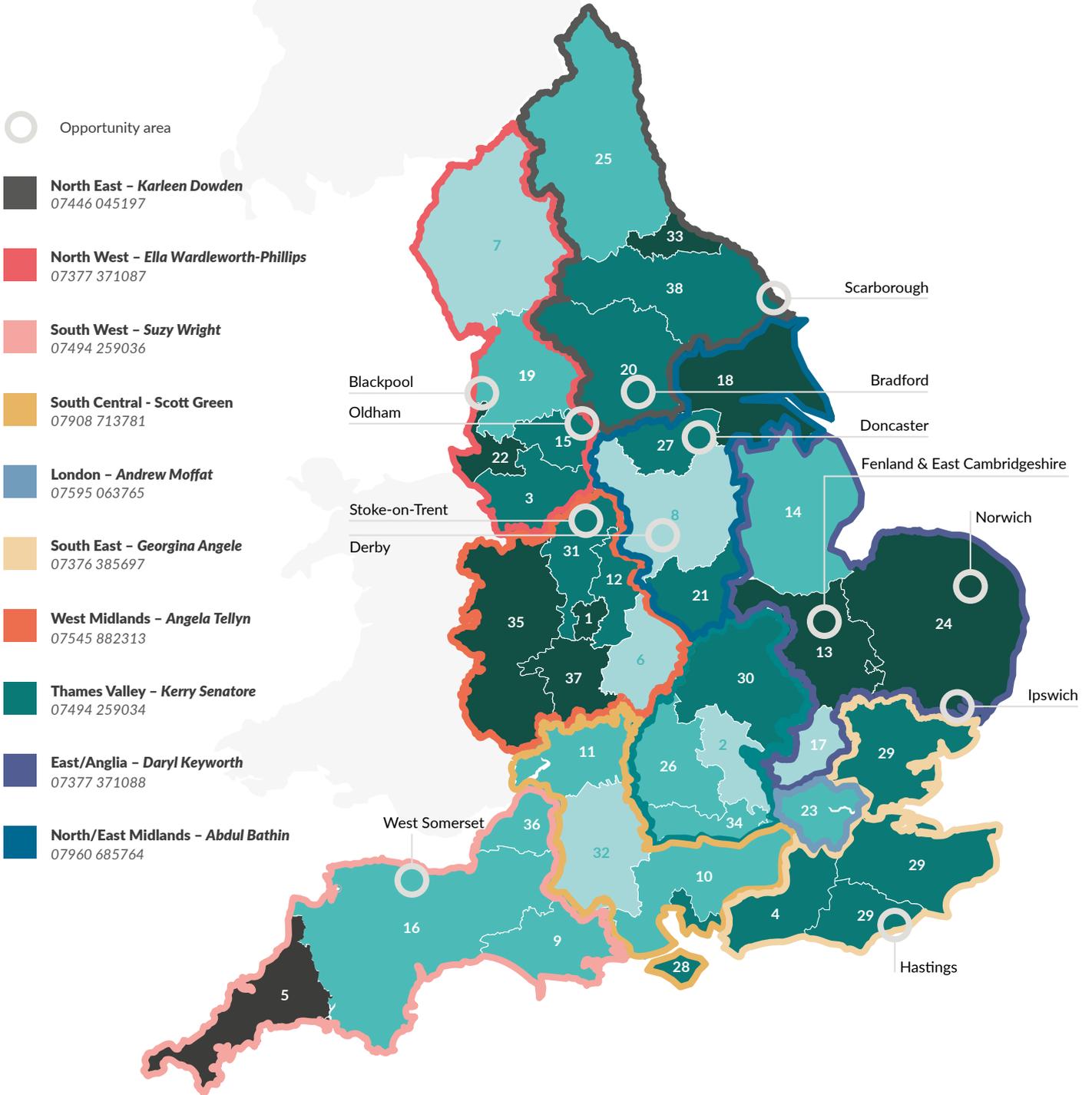
Appendix A: Key contacts

The Careers & Enterprise Company's Regional Leads

North East - Karleen Dowden	kdowden@careersandenterprise.co.uk
Leeds City Region	
North East	
Tees Valley	
York, North Yorkshire and East Riding	
North West - Ella Wardleworth-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	
South Central - Scott Green	sgreen@careersandenterprise.co.uk
Gloucestershire	
Swindon & Wiltshire	
Solent	
London - Andrew Moffatt	Andrew.Moffat@london.gov.uk
London	
South East - Georgina Angele	gangele@careersandenterprise.co.uk
Coast to Capital	
South East	

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	
Enterprise M3	
Thames Valley Berkshire	
Oxfordshire	
Buckinghamshire Thames Valley	
South East Midlands (SEMLEP)	
East - Daryl Keyworth	dkeyworth@careersandenterprise.co.uk
Cambridgeshire & Peterborough	
Lincolnshire	
Hertfordshire	
New Anglia	
North/East Midlands - Abdul Bathin	abathin@careersandenterprise.co.uk
Derby, Derbyshire, Nottingham & Nottinghamshire	
Humber	
Leicester and Leicestershire	
Sheffield City Region	

LEP Regions Map



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

Local Enterprise Partnership Skills Leads or their delegated leads on the Enterprise Adviser Network

LEP	Name	Email	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 Ivison	Clvison@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	Jeannie Satchell	jeannie.satchell@enterprisem3.org.uk	Interim Head of Skills
Gloucestershire First	Pete Carr	peter.carr@gfirstlep.com	Lead Commissioner – Employment & Skills
Greater Birmingham and Solihull	Maria Lopez	mlopez@solihull.gov.uk	Skills Manager
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	Aimee.Presly@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 a Manager
Tees Valley	Corinne Templeman	Corinne.Templeman@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 B: Checklist for applicants

Before you submit your bid, please ensure you have:



Read prospectus.



Contacted/met The Careers & Enterprise Company Regional Lead to support informal assessment process.



Registered your interest with The Careers & Enterprise Company and booked your interview slot by **3pm on 25th January 2019** by emailing lepinfo@careersandenterprise.co.uk.



Completed application form and eligibility form emailed to The Careers & Enterprise Company by deadline of **3pm on 22nd February 2019**.



Made a note of important dates relevant to interviews and decision-making process.



Agreed who is attending the interviews to represent the area's bid.



Sent copies of any presentations to The Careers & Enterprise Company at least 24 hours before your interview to lepinfo@careersandenterprise.co.uk.

Appendix C: Careers Hub Lead job description

Job Title Careers Hub Lead

Direct Report TBC

Location TBC

Term (Temp/Perm) TBC

Reporting to TBC

Salary range £40,000 - £50,000

Overview

The Careers & Enterprise Company is mission driven. We are passionate about preparing and inspiring young people for the world of work. We were established by government in 2015 to increase employer engagement for young people. During our first three years we built a national network which now links 2,000 schools and colleges to employers and have funded 150 programmes to provide high quality employer engagement activities to young people.

A growing number of young people have benefited from this work. Employer engagement has increased by 50% among schools and colleges in our network and 540,000 young people have received support from funded programmes. Young people are reporting improved career readiness, employability skills and resilience and 94% of schools and colleges would recommend our network.

Our role evolved with the publication of the government's Careers Strategy in December 2017. We now support schools and colleges more broadly to meet the internationally-recognised best practice standard in careers provision – The Gatsby Benchmarks – by:

1. Linking schools and colleges to employers and other external careers providers through the Enterprise Adviser Network and 40 **Careers Hubs**.
2. Providing training and support to **Careers Leaders** in schools and colleges.
3. Supporting implementation of the **Gatsby Benchmarks**, with tools and targeted funding.

Christine Hodgson, Chairman of Capgemini, is our Chair. Other board members include 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.

www.careersandenterprise.co.uk

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 careers 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.
- A small Central Hub Fund to support the Hub in delivering its goals.
- Support from the North East LEP through its programme of study visits for other areas developing Careers Hubs
- Support from The Careers & Enterprise Company through consultancy from a team of experienced school leaders, regular training for Hub staff and a growing body of best practice and resources.

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 National Careers Strategy in December 2017 and the new statutory guidance for schools and colleges in January 2018, The Careers & Enterprise Company was tasked with scaling up the successful North East Pilot with 20 new Careers Hubs. In October 2018 we were asked by Government to extend the pilot to another 20 areas. Careers Hubs will work with, and alongside, our existing Enterprise Adviser Network and will be supported by The Careers & Enterprise Company and the North East LEP.

Role scope

To lead the local Careers Hub:

- Through your own work and management of Enterprise Coordinators to support schools and colleges to form a community of practice and 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.
- As a critical part of The Careers Strategy and a pilot programme, reporting, supporting evaluation, supporting the sharing of learnings and best practice and driving continuous improvement will also be key to 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, providers of careers support to schools 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 '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/college within the Hub has a robust annual career benchmarks action plan.
- Work with the Lead School to establish and manage a network of careers leaders from 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 the Lead School, 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 3 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 and Lead School attached to 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, including local industrial strategies, as well as national policy developments.

- Develop and implement the wider benefit strategy to ensure the long-term scalability and sustainability of Gatsby 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 & Enterprise Company's national Centre of Excellence.
- Attend EC national and local training events and meetings to keep up to date with The Careers & Enterprise Company and Enterprise Adviser Network developments.

Qualifications & 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.
- An 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 & 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 including The Careers & Enterprise Company and the local hosting 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 with each school/college forming part of the bid once a successful bid is agreed. This is an exemplar 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/COLLEGE NAME] and [INSERT NAME] LEP/CA

School/college

Organisation Name	
Registered Address	
Telephone	

[INSERT NAME] LEP/CA

Organisation Name	
Registered Address	
Telephone/Email	

1. Careers Hubs

20 Careers Hubs were created in 2018 with groups of between 20 and 40 secondary schools and colleges located in the same geographic area. We are now looking to extend Careers Hubs, either through the creation of new Hubs of 20-40 schools/colleges or the extension of existing Hubs to up to 60 schools/colleges. Hubs work 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 on an indicative salary of £40-50k.
- To comply with The Careers & Enterprise Company's 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.
- Supported by the Lead School, 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/college commits to:

- Provide a nominated person from the Senior Leadership Team to work with the Hub Lead, EC and EA on delivering the Hub's objectives.
- Commit to using 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 development of an action plan for careers education using The Careers and 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 at least termly.
- 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 best practice and case studies with the Enterprise Coordinator.
- 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.

4. Activity not within the programme scope

[INSERT NAME] LEP will not:

- Deliver careers and enterprise programmes directly to students.
- Disrupt existing external or school-based programmes that are working well.
- Duplicate existing activity.
- Charge for services.

5. 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.

6. 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] Hub representative
Signature:	Signature:
Name:	Name:
Position:	Position:
Date:	Date:
The Careers & Enterprise Company	
Signature:	
Name:	
Position:	
Date:	

Appendix E: School/college sign off sheet

This sheet must be completed by all schools and colleges forming part of the bid and submitted alongside the bid.

The following schools and colleges have agreed to:

- Be part of this Hub bid.
- Agree to 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.
- Complete a Compass evaluation by the start of March 2019 and at least termly thereafter.

School/college name	School URN	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. In this second wave of Careers Hubs there is an opportunity for up to 20 new Hubs of 20-40 schools/colleges and/or extensions of the existing 20 Hubs to take them up to a maximum size of 60 institutions.

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 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 for a new Hub must include a minimum of 20 schools, and LEPs will determine the optimum size of bids for an extension.

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 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 before the end of September 2019. Targets will also be fixed at this point.

Use of Compass is not negotiable. We will require all schools and colleges in the Hub to complete Compass as set out in the prospectus, which is central to us being able to see progress across the pilot areas. We expect all schools also to use Tracker. Colleges may, with the permission of the Hub Lead, opt out of Tracker only if they have an existing system for collecting the equivalent information and are prepared to share data on encounters with their Hub and The Careers & Enterprise Company.

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 (1) between 20 and 40 mainstream secondary schools, colleges, special schools and/or PRUs where the bid is for a new Hub or (2) for extensions to existing Hubs a number of institutions that takes the maximum size to no more than 60 or (3) a combination of a new Hub alongside an extension to an existing Hub. Within these parameters 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 Coordinators with a few schools each?

The proposal should name any existing ECs who will be working as part of the Hub. Whilst we would typically expect ECs 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 ECs 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?

Whether the bid is for a new Hub or an extension to an existing Hub, 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 ECs.

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

CEC is always open to match funding additional ECs whether or not they are in Hub areas, as long as there is a clear need for an EC – 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 Sept actually mean?

Ideally we expect Hub Leads and relevant ECs will have been recruited and in post by end of August 2019, and the minimum we will accept is that the Hub Lead recruitment process will have been signed off and in process by 1st July 2019.

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

We have set out the criteria in page 6 onwards of the prospectus. We will assess the strength of response against each of:

- 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, unless you are seeking to take on additional ECs.

16. What ratio of ECs/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 ECs which is dependent on number of schools. The ratio of ECs to schools in Hubs should be 1/15, not the usual 1/20 in the Enterprise Adviser Network. This frees up the EC to dedicate more time to working across all 8 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 if my LEP is already working across all eight Gatsby Benchmarks? Is it worth me making a bid?

The Careers Hubs will support and work within existing Enterprise Adviser Network (EAN). 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 that you may find helpful.

18. If my school or college is not part of a Hub and is not in the EAN, what support can I get?

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.

- The online training module for Careers Leaders at www.careersandenterprise.co.uk/online-careers-leader-training-course
- 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 your Careers & Enterprise Company Regional Lead listed in Appendix A.

19. 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 EC 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. The NE LEP provided support in the set-up phase to ensure learnings were 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 NE will provide support to all wave 1 and wave 2 hubs in the form of study tours based on the experience of the NE pilot.

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 ECs, 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.

20. Are there currently plans in place to scale the implementation of the Gatsby benchmarks beyond the initial two waves of 40 Career Hubs through selection of additional hubs?

We plan to evaluate the success of the first 40 Hubs across the lifetime of the pilots. The pilot is intended to demonstrate what works in achieving the 8 Gatsby Benchmarks and our aim is to share the learning to all schools and colleges in England, whether inside Hubs or not.

21. How will expenditure from the 'small Central Hub Fund' be monitored and who will be responsible for allocation of resource?

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.

22. 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.

23. 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.

24. Who will coordinate the 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.

25. 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: www.careersandenterprise.co.uk/sites/default/files/download-files/careers-enterprise-good-bidding-guide.pdf
- ii. The government's Careers Strategy and statutory guidance for schools and colleges can be accessed via the following links:
 - www.gov.uk/government/publications/careers-strategy-making-the-most-of-everyones-skills-and-talents
 - www.gov.uk/government/publications/careers-guidance-provision-for-young-people-in-schools
- iii. 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: www.careersandenterprise.co.uk/sites/default/files/uploaded/careers-enterprise-cdi-gatsby-benchmark-toolkit.pdf
- iv. 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:
 - www.careersandenterprise.co.uk/schools-colleges/compass-benchmark-tool
 - www.careersandenterprise.co.uk/schools-colleges/tracker-planning-tool
 - www.careersandenterprise.co.uk/sites/default/files/uploaded/careers-enterprise-careers-strategy-implementation-plan.pdf
- v. The Careers & Enterprise Company State of the Nation report highlights the need to build schools' capacity to deliver high quality careers provision and demonstrates encouraging improvements in recent years. 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 2017/18 academic year. You can access it via the following link: www.careersandenterprise.co.uk/news/careers-education-turning-corner-new-research-finds

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