2017 ANNUAL ROUND-UP

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Our collective impact

Over 140,000 hours of Enterprise Adviser time invested in schools and colleges

75% invested in ‘cold spots’ – areas most in need of support

Claudia Harris
Chief Executive
The Careers & Enterprise Company

OVER 140,000 HOURS OF ENTERPRISE ADVISER TIME INVESTED IN SCHOOLS AND COLLEGES

140,000

75% of Enterprise Advisers at CEO or senior manager level

60%

3x3

Three-fold increase in the proportion of schools and colleges with employer engagement plans in just 3 months of them having an Enterprise Adviser

More than 1,700 schools and colleges signed up to the Enterprise Adviser Network

1,700

More than 250,000 young people have already benefited from our Investment Funds

250,000

170,000 new encounters with STEM employers

170,000

£15m

External match funding has increased our investment in the system by more than £15 million

60%

More than 1,700 schools and colleges signed up to the Enterprise Adviser Network

Dear friends,

This is the moment for a radical and sustained reshape of the careers and enterprise system. Seismic shifts in the world of work mean we need to think again about how to help young people transition from education. The Gatsby Foundation and Education and Employers Taskforce have laid out a clear blueprint for what is needed. Young people need encounters with the world of work and higher and further education to bring the world of work to life; information about how the curriculum links to careers and about the labour market; and support making a plan that links to their strengths and passions.

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 – it requires a movement.

In our first 2 years of operation we have started work to make this blueprint a reality and support this growing movement. We have built a national network to make it easier for schools, colleges, employers and service providers to work together. We have launched investment funds to ensure the best careers and enterprise programmes reach those who need them the most. And we have underpinned our work with research on where need is greatest and what works best. This Annual Round-up is a celebration of the energy and collaboration of thousands of people across the country who are working together to make this happen.

We are delighted to be working in half of all secondary schools and colleges in England through our network. Leaders in these schools and colleges work with our Enterprise Coordinators and Enterprise Advisers to build careers and employer engagement plans and ensure all young people have inspiring encounters with the world of work.

The world of business has embraced our mission. 1,700 senior business leaders, 60% at CEO or senior manager level, have volunteered to provide employer connections and strategic support to headteachers as Enterprise Advisers; many thousands more are working to deliver inspiring work encounters directly to young people.

Local engagement is key to our success and we are now working with every Local Enterprise Partnership in the country to build this network. Our 100 professional and trained Enterprise Coordinators work locally across clusters of 20 schools and colleges while sharing best practice up and down the country.

We have funded over 100 outstanding careers and enterprise programmes to expand in areas of the greatest need and have also leveraged over £15 million in match funding from other funders, allowing more young people access to inspiring encounters.

Our Headteacher Group ensures we hear from education leaders about what is working, and continue to improve our approach. Our Ambassador Group provides critical input from leaders in pioneering service provision, education and business.

I want to thank all of these people for their support and collaboration to date.

But this is only the start. We need to help schools and colleges strengthen capacity in-house. We need to channel more cash match into the system. We need to strengthen the information we provide to young people.

The movement has started. We are honoured to work with such a dedicated set of people to join the dots and create the support that will ensure a brighter future for our young people and economy.

Our collective impact
At school I heard about a range of careers but I didn’t know what particular jobs would be like in practice. I was lucky to have good careers support and to get involved in programmes like the Duke of Edinburgh’s Award and The Challenge through which I developed skills for the workplace like problem solving, communication and confidence. These programmes significantly helped me when navigating school leaver opportunities and my perspective on the world of work has improved tremendously as a result.

Today, as an apprentice at the Careers & Enterprise Company, I work to deliver our stakeholder events. Working with experienced colleagues, ranging from graduates to professors, has allowed me to gain valuable experience and skills that I can use in the future.

I believe that employers, large and small, have a key role in inspiring the next generation – whether that’s through a degree apprenticeship or offering meaningful workplace encounters.

I urge everyone reading this to get involved with the Careers & Enterprise Company.

Ahmed Almusawy
Apprentice at the Careers & Enterprise Company
Research by The Gatsby Foundation has identified 3 core pillars of support young people need to transition into the world of work. These include encounters with employers which bring the world of work to life, information about the jobs market and a plan tailored to an individual’s strengths and passions.

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.

The research lays out a clear blueprint for young people:

1. **Encounters**
   - with employers, with workplaces and with further and higher education

2. **Information**
   - about jobs and how the curriculum connects to careers

3. **A plan**
   - tailored to individual needs and supported by guidance

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**FOUR OR MORE ENCOUNTERS**

Young adults who have 4 or more encounters with employers while at school are 86% less likely to be NEET2

They are also likely to earn around 18% more during their career3

Effective encounters create context and meaning around careers, helping young people build the judgement to successfully transition from education to employment.

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**Asking a young person to imagine a career is like asking them to imagine a colour that they have not seen. It is very difficult without real world experience.**

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1 Good Careers Guidance, Sir John Holman, Gatsby Foundation 2014
2 Contemporary transitions: Young Britons reflect on life after secondary school and college 30 January 2017 by Dr Anthony Mann, Dr Elnaz T. Kashefpakdel, Jordan Rehill and Professor Prue Huddleston
3 Employer Engagement in British Secondary Education: Wage Earning Outcomes Experienced by Young Adults 21 March 2013 by Dr Anthony Mann (Director of Research and Policy, Education and Employers) and Christian Percy
4 Moments of Choice: how education outcomes data can support better informed career decisions, the Careers & Enterprise Company 2016

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A PROBLEM OF COORDINATION

“Roger Marsh OBE, Chair of the Leeds City Region Enterprise Partnership:

Our partnership with the Careers & Enterprise Company has been integral to the success of the Leeds City Region Enterprise Adviser Network. Together, and with the help of our City Region businesses, we’ve recruited over 105 Enterprise Advisers, engaged over 60% of our region’s secondary schools and, crucially, reached over 8,000 young people since September 2016 alone.

Today there is no shortage of goodwill among educators, employers and providers who want to help young people. However, they are not supported to work together effectively. As a result, much of this effort and care evaporates.

The consequence is patchy careers and enterprise support across the country:

- schools and colleges are not supported to distinguish between the best and most appropriate offers from employers or careers and enterprise programmes
- employers do not always know how best to support local schools, colleges and young people

Worse still, the problem can be patterned – not just patchy. Those with better networks and more social capital will get better support. Without intervention, the system can hamper social mobility.

We exist to help solve this problem.

Our vision is to become the one place schools, colleges, employers and providers come to if they want to invest efficiently and effectively in preparing young people for the future.

TODAY’S JOB MARKET

There are jobs but young people are struggling to get them. Youth unemployment stands at more than 560,000. This is despite the fact there are 750,000 vacancies, around a quarter of which are skills-shortage related.

£45 billion

The proportion by which youth unemployment is higher than overall unemployment

£45 billion

The cost of high youth unemployment to the British economy per year

3x

Peter Cheese, Chief Executive, CIPD:

We actively encourage our members to volunteer as Enterprise Advisers for the Careers & Enterprise Company. By bridging the gap between education and work, young people can make the right choices, develop employability skills and access the labour market. Our strategic partnership with the Careers & Enterprise Company is important in helping improve the school to work transition.

1 ONS 2016
2 PwC Young Workers Index 2016
3 ONS 2016

Destinations Expo, December 2016
Credit: Education Business Partnership, West Berkshire
OUR ROLE

FUELLING YOUNG PEOPLE’S FUTURES

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.

- **Local Enterprise Partnerships** oversee the network locally
- **Employers** help young people get 4 or more encounters with the world of work
- **Careers programme providers** deliver high-impact careers and enterprise programmes
- **Enterprise Coordinators** connect schools and colleges with employers and providers
- **Enterprise Advisers** (senior business volunteers) work in partnership with schools and colleges to develop a careers plan and connections
- **Schools and colleges** work with Enterprise Coordinators and Enterprise Advisers to get their young people the careers and enterprise support they need
- **Young people** are prepared and inspired for the future

**INVESTMENT** investing in high-impact programmes where they are needed most

**RESEARCH** bringing together sector-leading insights

Young people

Schools and colleges

Local Enterprise Partnerships

Enterprise Coordinators

Enterprise Advisers

Employers

Careers programme providers
OUR FOUR PILLARS OF WORK

1. BUILDING LOCAL NETWORKS:
   OUR ENTERPRISE ADVISER NETWORK
   We are building a national network in collaboration with Local Enterprise Partnerships that connects schools and colleges to employers across the country. Trained, full-time Enterprise Coordinators work with clusters of schools and colleges to create and deliver plans to improve their careers and enterprise activities and connect them to the world of work. Our senior business volunteers – Enterprise Advisers – provide strategic counsel to leaders in schools and colleges and connections to local employers.

2. FINDING OUT WHAT WORKS:
   OUR RESEARCH PROGRAMME
   Our research draws together what is known about the best ways to prepare young people for the world of work. It focuses on 2 key areas: the geographical areas across England that need greater support in careers and enterprise and what works in careers and enterprise provision. This allows us to concentrate our resource where it is needed most and on programmes that will have the greatest impact.

3. BACKING PROVEN IDEAS:
   OUR INVESTMENT FUNDS
   Our money helps the best ideas spread quickly. Our grants provide initial funding that sustainably take proven programmes into areas of need, rapidly increasing the best provision where it will have the most impact. 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:
   OUR DIGITAL PROGRAMME
   In an increasingly digital world, it’s important that we harness technology to support young people into work. 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.

OUR PRINCIPLES

TEST, LEARN AND ADAPT

BUILD ON WHAT WORKS

ENABLE AND CONVENE THE BEST PROGRAMMES

WORK NATIONALLY, TAILOR LOCALLY

Credit: Team London

Dr Ann Limb CBE DL
Chair, South East Midlands Local Enterprise Partnership
The pace of progress of the Careers & Enterprise Company over the last 12 months has been nothing short of extraordinary. Their work is now firmly embedded into the fabric of the education sector and relationships with Local Enterprise Partnerships have been straightened as we have benefited from their important research and sharing of good practice.

David Hughes
Chief Executive at Association of Colleges
We know that employers want young people to have work experience but find a bewildering number of people asking for their help. We also know that good work experiences motivate, inform and help shape career choices and ambitions. The Careers & Enterprise Company’s network of Enterprise Advisers is helping by providing the coordination and signposting needed to make it all simpler for colleges, schools and employers which means more of the precious work experience we know students need and want.
1. BUILDING LOCAL NETWORKS:
OUR ENTERPRISE ADVISER NETWORK

Our Enterprise Adviser Network bridges the gap between education and employers.

The network is made up of Enterprise Coordinators who work with Local Enterprise Partnerships. Enterprise Coordinators are trained professionals who work with schools and colleges to build careers and employer engagement plans. Each school and college is supported by an Enterprise Adviser – a senior volunteer from business – who helps unlock relationships with other local businesses and provides strategic counsel to the headteacher or college principal.

GOALS OF THE NETWORK

MORE ENCOUNTERS
At least 4 employer and workplace encounters for young people.

START YOUNGER
Ensure careers education begins at year 7.

FOLLOW THE IMPACT
Incorporate the evidence of what works to guide strategic careers planning in schools and colleges (mentoring, enterprise competitions and work-related learning).

MAKE IT LAST
Embed in the curriculum and celebrate an ethos that places careers and enterprise opportunities at the heart of the school or college.

Simon Francis,
Enterprise Adviser at Sir John Hunt Community School in Plymouth and Senior Partner at Capita

“What’s great is that the school and I are learning together. I don’t have expertise in education but I know the construction industry inside out as well as the skills that employers want. I’ve opened up my contacts book to help build a network in sectors the school previously struggled with, making introductions to about 20 business leaders who can support careers activity.”

Nick Bowen,
Principal, Hosten Community College, Barnsley

“Careers and enterprise education is not only important in preparing young people for the world of work. It is also an essential and central part of raising standards. The Careers & Enterprise Company provides a national platform to make this happen, bringing schools and businesses together to provide students with their entitlement to skills acquisition, engagement with employers and inspiration to engage with their studies.”

Enterprise Advisers come from businesses small and large

- Self-employed (no employees) 12%
- Micro business (1-9 employees) 14%
- Small business (10-49 employees) 16%
- Medium-sized business (50-249 employees) 15%
- Large business (250+ employees) 43%

The top sectors for Enterprise Advisers

- Professional Services, Business and Legal Services 16%
- Manufacturing and Advanced Manufacturing 12%
- IT, ICT, Digital and Communications Activities 9%
- Financial and Insurance Services 9%
- Construction 8%
- Education 8%
- Health, Community and Social Work Activities 4%
- Accommodation, Hospitality and Food Services 4%
- Public Administration, Government and Defence 3%
- Other 22%

- more than 1,700 schools and colleges paired with an Enterprise Adviser
- 60% of Enterprise Advisers at CEO or senior manager level
- three-fold increase in the proportion of schools and colleges with employer engagement plans
- 140,000 hours of Enterprise Adviser time invested in schools and colleges

Breakdown of Enterprise Advisers by gender

- 47% Male
- 53% Female
2. FINDING OUT WHAT WORKS:
OUR RESEARCH PROGRAMME

Our research focuses on which areas in England need the greatest support as well as what works in careers and enterprise provision. This combined focus helps us to concentrate our resource where it is needed most and on programmes that will have the greatest impact in preparing young people for the workplace.

We hope that this analysis will also guide the activities of others working in this space. Our data – available at the local authority area level – will help organisations to target their work with even greater impact.

**Cold Spots Map**

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

**Map key:** darker areas are ‘colder’ or more in need of careers and enterprise support.

**2. FINDING OUT WHAT WORKS:**

**OUR RESEARCH PROGRAMME**

Our research report, Moments of Choice, commissioned with the Behavioural Insights Team, found that the already difficult process of careers decision-making was made more difficult by the confusing and complex information available to young people.

There are more than 50 websites offering careers information. This information overload leads many young people to disengage with the process of career decision-making altogether or make decisions on the basis of family expectations, popular TV shows or random events in their life.

**MOMENTS OF CHOICE**

Our research report, Moments of Choice, examined young people’s engagement with school. It produced a map that shows the relative likelihood of young people being disengaged across different areas of England.

**What Works in Careers and Enterprise?**

This research deepens our understanding of the best ways to support young people with careers and enterprise provision.

**Effective Employer Mentoring** – this report summarises the available research on mentoring, including what best practice looks like.

**OUR OTHER RESEARCH**

Mapping Disengagement – this research examined young people’s engagement with school. It produced a map that shows the relative likelihood of young people being disengaged across different areas of England.

**THE RESEARCH SHOWED YOUNG PEOPLE WANT**

- experiences that help them understand what it would be like to do different jobs, and inspire them with ideas about their future
- more personalised information that helps them find the best options for someone in their circumstances
- ‘trusted voices’ and clear ‘go-to’ places for information
- clear messages on key things to consider and key experiences to seek out at different points

**Steve Stewart,**
Executive Director, Careers England:

Employer engagement and experiences are crucial to the effective preparation of young people for working life, and the Careers & Enterprise Company is doing a great job on driving this work forward. It also recognises and appreciates the additional elements of good career preparation such as face-to-face careers advice and guidance, and careers leadership in schools.

**Amanda Mackenzie,**
CEO, Business in the Community (BITC):

Through BITC, The Prince’s Responsible Business Network, we are able to bring businesses into schools to inspire young people, raise their aspirations and offer high quality contact with employers. Our partnership with the Careers & Enterprise Company has meant we have been able to help thousands more young people from every type of background.
3. BACKING PROVEN IDEAS: OUR INVESTMENT FUNDS

"Michael Mercieca, Chief Executive, Young Enterprise: Young Enterprise is proud to be a strategic partner of the Careers & Enterprise Company. Over the coming year we will work with the company to recruit over 560 employee mentors to work with over 15,000 students across the country. This forms part of our ‘Unlocking Potential’ strategy to serve 75% of secondary schools, and to grow our network of 7,000 business volunteers to 9,000 by 2019.

We offer funding to programmes to expand on successful careers and enterprise activities and create new opportunities to introduce young people to the world of work.

We invest in areas where young people are in greatest need of careers and enterprise support.

HeadStart
HeadStart is an award-winning programme which supports young people to gain critical character traits and skills through volunteering, whilst connecting them with their local community to create a more integrated society. It inspires and prepares young people aged 16-18 for their transition to adulthood by challenging and supporting them to commit 16 or more hours of volunteering. In return, young people can access skills workshops and a guaranteed interview for a paid role with one of our corporate partners.

The Careers & Enterprise Company has played an integral role in scaling HeadStart across two new regions, whilst also connecting us with key stakeholders, and strengthening our understanding of best practice in the field.

The Diana Award
Deborah and Dorcas Kabongo are 15-year-old twins from London and are mentees in the mentoring programme from the Diana Award, which we awarded more than £400,000 from the Careers & Enterprise Fund.

Through this programme, they identified their passion to take action against the involvement of girls in gangs in their local community. They initiated a campaign to raise awareness of the alternative routes girls can take to avoid becoming involved in a gang. They worked with their mentor to look at career opportunities and identify their career goals to become a business owner and barrister.

CAREERS & ENTERPRISE FUND
• almost £10million invested in 100+ proven careers and enterprise programmes
• plus more than £1.1million in matched funding
• 75% invested in ‘cold spot’ – areas most in need of support
• 400,000 young people to benefit

MENTORING FUND
• an additional £4million invested in 39 mentoring programmes around the country
• funding will support 25,000 pre-GCSE teenagers at risk of disengaging from education by 2020

SUPPORTING OUR FUND BENEFICIARIES
We have launched a new community fund group to support the organisations we help fund. The community, made up of our fund beneficiaries, provides a space in which members can test ideas and learn best practice based on shared knowledge and influential research.

The Careers & Enterprise Company has partnered with the Education Endowment Foundation and the Bank of America Foundation to evaluate different approaches to careers education.

Supporting our Careers & Enterprise Fund 2016 with an additional £1.1million, the research will test whether programmes such as work experience and community volunteering are the best ways to deliver good careers education to young people.

The findings will help us understand which type of encounters and support are most likely to be effective at inspiring and preparing young people for the world of work.

The Careers & Enterprise Fund 2015
Programmes funded 35
Funding allocated £6m
Match funding £5m
Total 39
£14m
£11m

The Careers & Enterprise Fund 2016
Programmes funded 51
Funding allocated £4m
Match funding £2m
Total 124
£6m
£14m

Dr Neil Bentley, Chief Executive, WorldSkills UK: We are working with the Careers & Enterprise Company to change the national conversation around the prestige of apprenticeships and vocational skills. We do this by inspiring and educating all young people about the range of opportunities available to them. Our Skills Champions, all of whom have competed in our skills competitions and are now working in industry, have delivered careers information sessions to over 4,000 secondary and college students in a range of sectors from STEM and Creative through to Digital and Health and Social Care.

BRINGING FURTHER RESOURCE INTO THE SYSTEM
We have a vision in which those with funding are inspired and able to invest more in this space as a result of the robust investment fund process we run with clear research on what works, detailed pricing data and information on geographic areas of need.

We are piloting innovative rate cards which empower schools and colleges to pick provision and will encourage investment from others by demonstrating the value and impact of careers and enterprise provision.

Deborah and Dorcas Kabongo
Credit: The Diana Award

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4. SUPPORTING CAREERS AND ENTERPRISE WITH TECHNOLOGY:

OUR DIGITAL PROGRAMME

Rising demand for careers support services and an increasingly tech-savvy generation of young people means that technology can enhance the way young people access the information and skills they need to develop successful careers.

Our ambition is to bring together the best technology to create a digital system for careers and enterprise activities. This will enable schools to plan and select their careers and enterprise activities, young people to record what they have done, and businesses to invest in initiatives, ensuring their programmes get to a greater number of schools and recruit young people based on their broader ‘passport’ of activities.

PASSPORT

We are creating a new ‘passport’ for young people, led by Lord Young. It will enable young people to demonstrate their skills and promote their volunteering and other extra-curricular activities to potential employers, underpinned by technology.

Development and testing will take place this year (2017) with a full product launch planned for the start of the academic year in 2018.

The government has established 12 Opportunity Areas – areas where social mobility is particularly low as identified in the Social Mobility Index published by the Social Mobility Commission.

We are working to rapidly increase the support of careers and enterprise provision in these areas. In each Opportunity Area we will ensure that:

• all schools and colleges will have access to an Enterprise Adviser
• all young people will have access to at least 4 inspiring and meaningful encounters with the world of work

To facilitate this, we will be delivering:

• 1-2 extra Enterprise Coordinators for each Opportunity Area and 1-2 Enterprise Advisers per school or college
• a business movement, backed nationally by the CBI, the FSB, the CIPD, the IOD and ERSA and locally by the Chambers of Commerce, the Local Enterprise Partnership and 4 ‘cornerstone’ employers in each Opportunity Area
• we have established a £2million fund to ensure 4 encounters for all young people in each Opportunity Area

The 12 Opportunity Areas are: Blackpool, Bradford, Derby, Doncaster, Fenland and East Cambridgeshire, Hastings, Ipswich, Norwich, Oldham, Scarborough, Stoke-on-Trent and West Somerset.

CONTRIBUTING TO SOCIAL MOBILITY IN THE OPPORTUNITY AREAS

Charlotte Hill, CEO of Step Up To Serve:
We’re delighted to see the Careers & Enterprise Company embed youth social action across its work, especially in areas of low social mobility – they’re funding innovative approaches to careers guidance, enabling Enterprise Advisers to inspire more young people in school or college to unlock their potential via social action, and including social action within their passport plans.

Dr Adam Marshall, Director General of the British Chambers of Commerce (BCC):
Bridging the gap between the world of education and the world of work is a priority for business communities hungry for new recruits at every level. Chambers across England are working with the Careers & Enterprise Company to help ensure that students get more interaction with business and experience of the world of work. The company’s work with local partners to promote greater engagement between business and education is crucial to preparing the workforce of the future.

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Hundreds of people from across the education, business and skills sectors attended our annual conference at the English Institute of Sport in Sheffield.

Now in its second year, our Joining the Dots conference is a celebration of how we are working together with our partners to help young people into the fast-changing world of work.

Delegates attended sessions on everything from raising aspirations in schools and effective employer engagement to inclusive encounters for all young people and mentoring.

Senior business volunteers and careers and enterprise organisations were also recognised for their role in inspiring and preparing young people for the world of work at our first Joining the Dots Awards, which shine a light on best practice up and down the country.
Continue to build the core infrastructure of our Enterprise Adviser Network and Investment Funds

We have made major strides in the last year in building and expanding our network and fund. We will ensure our network is simple, easy and a pleasure to engage. We will increasingly seek external investment into our funds to amplify government funding and provide follow-on funding for our beneficiaries.

Deepen our digital programme

We will build a new digital infrastructure to underpin our adviser network. It will link schools, colleges and employers to one another and to the best careers and enterprise providers, and ultimately to funders.

Launch the 'Passport'

The Passport will create a way for young people to record their skills, the careers and enterprise activities they undertake, and their volunteering and extra-curricular activities. This new initiative is being led by Lord Young who will chair a new group bringing together education, employers and voluntary bodies to create the Passport.

Build the case for capacity in schools and colleges

Schools and colleges need to build their in-house capacity to deliver careers support if we are to truly embed careers and enterprise and make the best use of external resources. We are working to build the case and model for this, particularly the role of the Careers Leader or ‘air traffic controller’.

Spread the word to ensure that we are truly joining the dots

Our goal is to join the dots. We can only do this if people understand who we are and are moved to work with us. We want to motivate more people to do even more by investing further in careers and enterprise support, in a way that creates the greatest impact for young people.

Our NEXT STEPS

We have identified 5 strategic priorities for 2017/18 to help more young people into the world of work.

1. Continue to build the core infrastructure of our Enterprise Adviser Network and Investment Funds

2. Deepen our digital programme

3. Launch the 'Passport'

4. Build the case for capacity in schools and colleges

5. Spread the word to ensure that we are truly joining the dots
OUR PARTNERS

Our role is to join the dots, working in collaboration across England to make sure that the best support reaches those young people who need it.

None of this would be possible without the advice, guidance and support of our partners.

Firstly, the Local Enterprise Partnerships, who are our key partners in building and growing our network on the ground and the Enterprise Coordinators who they support.

Secondly, our Ambassador Group which brings together leading voices from business, employment and education to ensure joined-up input into our thinking.

Our Ambassadors:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gaenor Bagley</td>
<td>Partner, Leader of Corporate Purpose</td>
<td>PwC</td>
</tr>
<tr>
<td>Neil Bentley</td>
<td>CEO</td>
<td>WorldSkills</td>
</tr>
<tr>
<td>Conrad Bird</td>
<td>Director, Britain is Great Campaign</td>
<td>Cabinet Office</td>
</tr>
<tr>
<td>Nick Booth</td>
<td>CEO</td>
<td>The Royal Foundation</td>
</tr>
<tr>
<td>Neil Carberry</td>
<td>Director for People &amp; Skills</td>
<td>Confederation of British Industry (CBI)</td>
</tr>
<tr>
<td>Stephen Catchpole</td>
<td>CEO</td>
<td>South East Midlands LEP</td>
</tr>
<tr>
<td>Peter Cheese</td>
<td>CEO</td>
<td>Chartered Institute of Personnel and Development (CIPD)</td>
</tr>
<tr>
<td>Mike Cherry</td>
<td>National Chairman</td>
<td>Federation of Small Businesses (FSB)</td>
</tr>
<tr>
<td>Sherry Cookt</td>
<td>CEO</td>
<td>Founders4Schools</td>
</tr>
<tr>
<td>Richard Hardie</td>
<td>Senior Adviser</td>
<td>UBS</td>
</tr>
<tr>
<td>Lucy Heller</td>
<td>CEO</td>
<td>ARK</td>
</tr>
<tr>
<td>Charlotte Hill</td>
<td>CEO</td>
<td>Step Up To Serve</td>
</tr>
<tr>
<td>Russell Hobbs</td>
<td>General Secretary</td>
<td>NAfT</td>
</tr>
<tr>
<td>Virginia Issac / Jan Ellis</td>
<td>Chair / CEO</td>
<td>Career Development Institute (CDI)</td>
</tr>
<tr>
<td>Chris Jones</td>
<td>CEO</td>
<td>City &amp; Guilds</td>
</tr>
<tr>
<td>Sandra Kelly</td>
<td>Head of Education</td>
<td>Whitbread</td>
</tr>
<tr>
<td>Roger Marsh</td>
<td>Chair</td>
<td>Leeds City Region LEP</td>
</tr>
<tr>
<td>Dr Adam Marshall</td>
<td>Director General</td>
<td>British Chambers of Commerce (BCC)</td>
</tr>
<tr>
<td>Rupert McNeil</td>
<td>Chief People Officer</td>
<td>Civil Service</td>
</tr>
<tr>
<td>Michael Mercieca</td>
<td>CEO</td>
<td>Young Enterprise</td>
</tr>
<tr>
<td>Martyn Oliver / Ralph Pickles</td>
<td>CEO / Director</td>
<td>Outwood Grange Academies Trust</td>
</tr>
<tr>
<td>Mike Parker</td>
<td>Director</td>
<td>SCHOOLS NorthEast</td>
</tr>
<tr>
<td>Sir John Peace</td>
<td>Chairman</td>
<td>Burberry</td>
</tr>
<tr>
<td>David Picton</td>
<td>Chief Sustainability Officer</td>
<td>Cantillon</td>
</tr>
<tr>
<td>Melanie Richards</td>
<td>Vice Chair</td>
<td>KPMG</td>
</tr>
<tr>
<td>Anne Spackman</td>
<td>CEO</td>
<td>Career Ready</td>
</tr>
<tr>
<td>Steve Stewart</td>
<td>Executive Director</td>
<td>Careers England</td>
</tr>
<tr>
<td>James Turner</td>
<td>Deputy CEO</td>
<td>Education Endowment Foundation (EEF)</td>
</tr>
<tr>
<td>Carl Ward</td>
<td>Vice President</td>
<td>ASCL</td>
</tr>
<tr>
<td>James Westhead</td>
<td>Executive Director</td>
<td>Teach First</td>
</tr>
</tbody>
</table>

Our Headteacher Group is chaired by Carl Ward, CEO of the City Learning Trust who will also become President of the Association of School and College Leaders in September 2017. It includes headteachers from across the country. Schools, colleges and multi-academy trusts represented on this group include:

<table>
<thead>
<tr>
<th>LEP / Region</th>
<th>Headteacher</th>
<th>School, college or multi-academy trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black Country Consortium</td>
<td>James Ludlow</td>
<td>The King’s Church of England School</td>
</tr>
<tr>
<td>Chair</td>
<td>Carl Ward</td>
<td>Haywood Academy</td>
</tr>
<tr>
<td>Coast to Capital</td>
<td>Rob Reed</td>
<td>Hove Park</td>
</tr>
<tr>
<td>Coast to Capital</td>
<td>Nick Wergan</td>
<td>Steyning Grammar School</td>
</tr>
<tr>
<td>Cornwall and the Isles of Scilly</td>
<td>Andrea Hazeldeine</td>
<td>Torpoint Community College</td>
</tr>
<tr>
<td>Coventry and Warwickshire</td>
<td>Dr Kevin Hylands</td>
<td>George Eliot School</td>
</tr>
<tr>
<td>Cambridges</td>
<td>Chris Nattress</td>
<td>Lakes College</td>
</tr>
<tr>
<td>Derby, Derbyshire, Nottingham and Nottinghamshire</td>
<td>Phil Compton</td>
<td>Trent Academies Group</td>
</tr>
<tr>
<td>Donset</td>
<td>Andrew Mead</td>
<td>Letchworth Minster School</td>
</tr>
<tr>
<td>East Sussex, Kent and Essex</td>
<td>Simon Thompson</td>
<td>Essex Secondary Heads Group</td>
</tr>
<tr>
<td>Greater Birmingham and Solihull</td>
<td>Gareth Davies</td>
<td>Lode Heath School</td>
</tr>
<tr>
<td>Greater Manchester</td>
<td>Phil Hart</td>
<td>Westhoughton High School</td>
</tr>
<tr>
<td>Heart of the South West</td>
<td>Tim Rutherford</td>
<td>West Exe School</td>
</tr>
<tr>
<td>Hertfordshire</td>
<td>Gary Lewis</td>
<td>Kings Langley</td>
</tr>
<tr>
<td>Humber</td>
<td>Stephen Logan</td>
<td>Malet Lambert</td>
</tr>
<tr>
<td>Lancashire</td>
<td>David Burton</td>
<td>Sir John Thursby Community College</td>
</tr>
<tr>
<td>Leeds City Region</td>
<td>Ray Henshaw</td>
<td>Minthorpe Community College</td>
</tr>
<tr>
<td>Leicester and Leicestershire</td>
<td>Steve Pigott</td>
<td>Fullhurst Community College</td>
</tr>
<tr>
<td>Liverpool</td>
<td>Frances Harrison</td>
<td>Savio Salesian College and Notre Dame Catholic College</td>
</tr>
<tr>
<td>London</td>
<td>Lin Proctor</td>
<td>Future Academies</td>
</tr>
<tr>
<td>New Anglia</td>
<td>Dr Simon Fox</td>
<td>Flegg High School</td>
</tr>
<tr>
<td>North East</td>
<td>Judith Doyle</td>
<td>Gateshead College</td>
</tr>
<tr>
<td>North Eastern</td>
<td>David Baldwin</td>
<td>Churchill Community College and South Shields School</td>
</tr>
<tr>
<td>Northamptonshire</td>
<td>Shez Webb</td>
<td>Northgate School Arts College</td>
</tr>
<tr>
<td>Oxfordshire</td>
<td>Rachael Warwick</td>
<td>Didcot Girls’ School</td>
</tr>
<tr>
<td>Sheffield City Region</td>
<td>Nick Bowen</td>
<td>Horizon Academy</td>
</tr>
<tr>
<td>Solent</td>
<td>Claudia Cibbage</td>
<td>Henry Cart Community College</td>
</tr>
<tr>
<td>Stoke-on-Trent and Staffordshire</td>
<td>Antony Edkins</td>
<td>Landau Forte Academy QEMS</td>
</tr>
<tr>
<td>Swindon and Wiltshire</td>
<td>Angela Barker Dench</td>
<td>UTC Swindon</td>
</tr>
<tr>
<td>Tees Valley</td>
<td>Linda Halbert</td>
<td>Freebrough Academy</td>
</tr>
<tr>
<td>Thames Valley Berkshire</td>
<td>Joanne Harper</td>
<td>UTC Reading</td>
</tr>
<tr>
<td>York, North Yorkshire and East Riding</td>
<td>Trevor Burton</td>
<td>Millthorpe School</td>
</tr>
</tbody>
</table>

Without all of these people we could not have achieved any of the work outlined in this report.

We are delighted that as we move to the next stage of our journey, we will also have an Employer Advisory Group and Youth Advisory Group, along with a number of strategic partners. We know that together, we will be able to do even more to create opportunities for young people across the country.
Guenther Education (Small Business Partnership Ltd) provides a mixture of activities focused on youth leadership, skills acquisition, workplace experiences, and supporting learning.

Greener Education (Project Trust) is an educational programme designed to develop young people's skills to assist sustainable positive progression.

DPN Charitable Foundation with ThirdOrder helps students to develop the knowledge, skills and mindset needed to gain paid and part-time employment.

Adapted for delivery within regional STEM competitions, transitional skills and career panel activities.

Bridge to Work at Loughborough College provides a flexible jobs and work experience programme for students aged 16-18.

Business in the Community and Career Ready deliver employer visits and workshops to 2,300 students in Thurrock, Southend and Lowestoft.

Career Connect provides career advice and work experience opportunities for young people in high schools.

Cognet Skills helps young people to develop resilience and employability skills through mentoring, coaching, and employer visits.

The Future First Alumni Trust raises awareness of local STEM jobs for young people through a series of virtual Industry Careers programme.

EngineeringUK helps young people to gain insight into engineering careers, opportunities and competitions.

Envision helps young people to develop employability skills through a series of workplace visits and career sessions.

Enதீஸ் /fwаrs rесоmеns the number of саrrеrу gаvаls, саrrеrу аdviсе аnd wоrk sрhооps tо 3,300 студентs in

Future First Alumni Trust develops a series of virtual Industry Careers programme.

Groundwork UK runs a Career Ready programme, providing young people with opportunities to explore careers and develop key capabilities in young people through holiday courses and volunteer schemes.

InteUUniversity develops students’ awareness of careers through contact with employers.

The Access Project connects young people with career and employment provision.

The Challenge Network recruits young people with skills workshops and a job interview in return for volunteering.

The EBP offers employer connections to help students prepare for work.

The Ideas Foundation provides mentoring opportunities with and design agencies.

The Key helps two successful young people to access and secure employment.

Volunteer It Yourself (VYI) helps young people to develop new skills whilst improving community provision.

WorldSkills UK informs students about work and enterprise.

York Care helps vulnerable young people to develop the skills and confidence to access work through visits, workshops & placements.

Youth at Risk delivers rigorous personal development programme for young people in South East.

Zapara offers inspiring workplace visits involving finding the amazing careers available through studying STEM.

Adapted Partnership Ltd provides a mixture of social enterprise, action, international competitions, transitional skills and career panel activities.

Barry healthcare Foundation (BHF) CIC appoints students with a Business Mentor and access to employers through their programme. Made in Barry.

Business in the Community and Career Ready deliver employer visits and workshops to 700 students in Blackpool and South East.

City Year UK provides a unique blend of volunteering, transitional skills and employment.

Class of Your Own Ltd owns students, parents and teachers to understand the range of opportunities in construction industry.

Cognet Skills delivers a programme of employer-led Enterprise Activity Events. Engaging Science Challenge where students develop a digital business idea.

EngineeringUK delivers employer visits and workshops to 700 students in Gloucestershire.

Envision develops employers by through an employer-mentoring programme.

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Our Board

Christine Hodgson (Chair)
Christine Hodgson FCA is Chairman of Capgemini UK plc. She also chairs the Capgemini Group Sustainability Board and the UK Women’s Business Network. Christine is a Non-Executive Director of Standard Chartered Bank. Christine also sits on the board of two charities, Business in the Community and MacIntyre Care.

Lord Young (Deputy Chair)
The Rt Hon the Lord Young of Graffham CH DL has had a varied and distinguished career since graduating from University College London. After practising as a solicitor for a year, he entered the world of business, founding the first of many enterprises in 1961. He served in the Cabinet as Secretary of State for Employment and Secretary of State for Trade and Industry. In 2010, he was appointed as the Prime Minister’s Enterprise Adviser.

Steve Holliday (Deputy Chair)
Steve Holliday is a former CEO of National Grid plc and was a Non-Executive Director of Marks & Spencer plc from 2004 to 2014. He is also Chairman of the board of trustees at Crisis, the homeless charity. He volunteers his time to lead a number of skills and STEM activities and is Vice Chair of Business in the Community.

Brian Lightman
Brian Lightman is a freelance education leadership consultant. He was General Secretary of the Association of School and College Leaders (ASCL) from 2010 to 2016. Brian taught modern foreign languages for 16 years in 3 comprehensive schools in England before becoming headteacher of Llanwit Major School in 1995 and then headteacher of St Cyres School in Wales from 1999-2010.

Dame Julia Cleverdon DCVO, CBE
Dame Julia Cleverdon is the Vice President of Business in the Community and Vice Patron of Teach First. She is co-founder and trustee of Step Up To Serve, which aims to get 60% of young people involved in practical action in the services of others by 2020. Dame Julia is also a board member of National Citizen Service and Teach for All.

Claudia Harris (Chief Executive)
Claudia Harris is the Chief Executive of the Careers & Enterprise Company. Before this she was a partner at the consultancy firm McKinsey & Company. Previous roles include working in the healthcare team at the Prime Minister’s Delivery Unit. She is also a member of the 30% Club Steering Committee.

Jo Richardson Community School pupils hear about civil service careers from Cabinet Secretary Sir Jeremy Heywood
Credit: Oliver Rudkin