

The Careers & Enterprise Fund 2018

Contents

Summary	4
1. Introduction: About The Careers & Enterprise Company	6
1.1 About The Careers & Enterprise Company	
1.2 About The Careers & Enterprise Fund 2018	
2. Overview of funded activity	9
2.1. Part A: Encounters for young people	
2.1.1 Part A: Careers & Enterprise Catalogue - key features	
2.2. Part B: Testing new approaches for supporting disadvantaged groups	
3. Applying for funding	21
3.1 How to apply	
3.2 Eligibility criteria	
3.3 Payment terms	
3.4 Assessment process	
3.4.1 Initial application process	
3.4.2 Final assessment for shortlisted candidates	
3.4.3 Assessment criteria	
4. What can successful projects expect from The Careers & Enterprise Company?	29
5. What does The Careers & Enterprise Company expect from projects?	30
5.1 Monitoring reports	
5.2 Case studies	
5.3. Evaluation	
Appendices	31
Appendix A: Checklist	
Appendix B: FAQs	
Appendix C: Useful resources	

Publication information

This paper is published by The Careers & Enterprise Company

Summary

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

This document gives an overview of our Careers & Enterprise Fund 2018 (CEF2018), including the application criteria. Further details about our other activities relating to the government's Careers Strategy, including the £2.5 million Personal Guidance Fund, can be found on our website.

In the Careers & Enterprise Fund 2018 we will allocate £4.2 million of investment focusing on geographical areas of need and targeting the most disadvantaged young people. The fund is split into two parts, as summarised on the next page.

Part A: Employer encounters

We will invest £2.5 million in programmes selected by schools and colleges in 35 areas of need. The schools and colleges that will be offered access to 'virtual wallets'¹ to make these selections, and the funding available to them, will be based on the following:

- i) **£1.25 million to be invested in 10 Careers Hubs:** 10 Careers Hubs will be selected out of the final list of 20 Careers Hubs²; the selection will be based on the 10 hubs of highest need, identified by our Cold Spots analysis. The Cold Spots research defines where young people most need career support. Those hubs will be offered 'virtual wallets'¹ for their cluster of schools and colleges. £125,000 will be allocated to each Careers Hub spread evenly among the schools and colleges.
- ii) **£1.25 million to be invested in 25 areas of disadvantage:** 25 groups of 10 schools and colleges in areas of high need, identified by our Cold Spots analysis, will be offered 'virtual wallets'. Each school will be offered an average of £5,000 to address and improve employer engagement gaps identified by their Compass self-assessment. Please note that schools and colleges in Opportunity Areas are being funded separately to Part A of this fund.

Part B: Disadvantaged groups

£1.7 million to be invested for disadvantaged groups: The Department for Education has identified three groups it wishes to pilot new activity to understand how to most effectively support young people from disadvantaged groups. The Careers & Enterprise Company has agreed to administer these funds on its behalf. The areas of focus are: young people with Special Educational Needs and Disabilities (SEND Strand 1); Looked After Children and Care Leavers; Gypsy, Roma and Traveller young people. As part of the £1.7 million fund, £200,000 (SEND Strand 2) is available specifically for activity around employer engagement and support, resulting in improved employer confidence and the creation of more employer encounters for young people with SEND.

¹ A virtual wallet or rate cards are commonly used for simple goods and services to advertise the product available and the cost per unit. Often the cost decreases as more units are purchased. For social services, rate cards have been used to agree on the price of outcomes for Social Impact Bonds, and are considered a key step to implementing efficient payment by results models.

² More information on the Careers Hubs procurement process can be found here: <https://www.careersandenterprise.com/funding/careers-hubs>

1 Introduction: About The Careers & Enterprise Company

1.1 About The Careers & Enterprise Company:

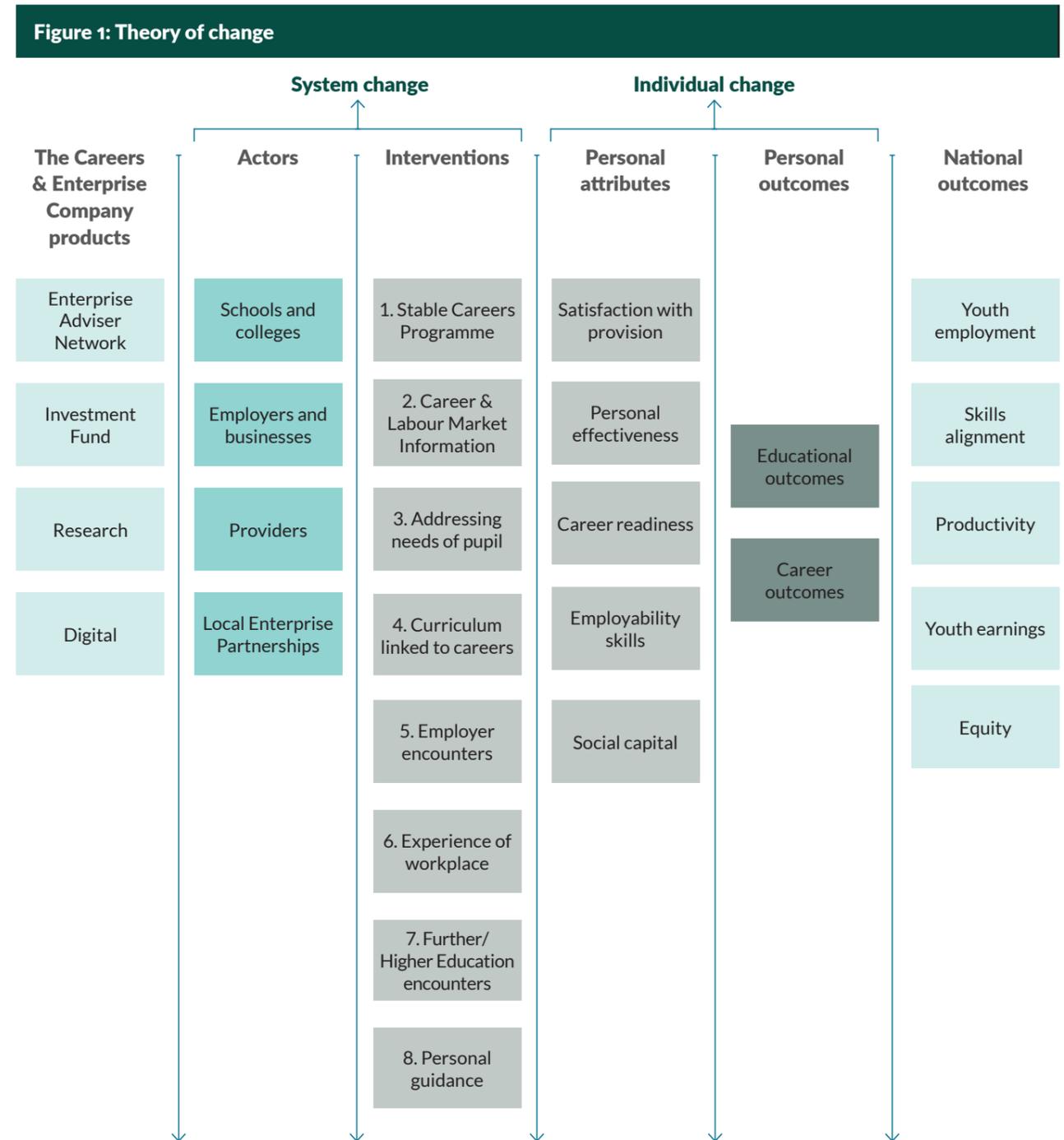
The Careers & Enterprise Company was set up by government in 2015 to inspire and prepare young people for the fast-changing world of work. Our initial remit was employer engagement (Gatsby Benchmarks 5 and 6). In December 2017, the Careers Strategy broadened The Careers & Enterprise Company’s role with a focus across all eight Gatsby Benchmarks starting in 20 Careers Hubs.

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

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

We have built a ‘theory of change’ to describe the ambitious improvements we would like to make, how the key partners will need to change, what outcomes we would like to see for young people and the intended results for the changes we are making. All current evaluation activity is developed in-line with the theory of change to ensure that we adhere to our intention for evaluation to be strategic, robust, consistent, proportionate and influential. We will also ensure that our evaluation benefits from impartiality by appointing independent evaluators. A priority for our evaluators is to conduct primary research with key stakeholders to understand their experiences of our interventions and impacts they have seen with regards to individual and system change.

We are also creating an evaluation tool to measure the progress made by young people with regards to personal effectiveness, career readiness, social capital and employability skills – the outcomes set out in the personal attributes section of the theory of change. The tool is designed to be used with a young person before (or in the early stages of) engagement, and again at the end. From the 2018/19 academic year, the tool will be compulsory for recipients of our funds, where relevant (e.g. certain low intensity activities may be excluded).



Successful proposals in Part A will be those which aim to support our theory of change and address the outcomes identified by it.

1.2. About the Careers & Enterprise Fund 2018

In line with our previous funds, we aim to scale up many of the existing, effective careers and enterprise programme to ensure that young people get multiple opportunities to learn from employers through the course of their education. This will focus on the areas that have entrenched barriers that make it harder for young people to access those opportunities. In addition to the employer engagement focus of this fund, we will also be testing and evaluating best practice in provision for young people in disadvantaged groups.

With Part A of this fund, we shall be contributing to the Gatsby Benchmarks 5 and 6, supporting schools and colleges to offer every young person at least one employer encounter a year from Year 7-13. We seek to ensure that young people's futures are not determined by their backgrounds and/or different needs.

With Part B of this fund, we will test innovative approaches to understand how to most effectively support young people from disadvantaged groups - SEND, Looked After Children/Care Leavers and Gypsy, Roma and Traveller young people - to broaden aspirations and raise awareness of pathways into employment.

CEF2018 supports the government's Careers Strategy, launched in December 2017 which puts The Careers & Enterprise Company at the heart of improving careers provision for young people. In our Implementation Plan, published on our website, we set out our approach to delivering against the areas for which we are responsible. The main areas relevant to CEF2018 are:

- Our continuous commitment to provide young people encounters with employers
- Testing and evaluating new approaches to identify best practice in careers provision
- Targeting support for specific groups of disadvantaged young people, including those with SEND

We want to ensure that **all young people have the opportunity to succeed** and believe this fund will ensure that many more young people receive the opportunities, support, advice and guidance to do just that. We will be focusing on the impact and positive outcomes CEF2018 can have for young people. More specifically, we will be measuring young people's progress made with regard to personal effectiveness, career readiness, social capital and employability skills - the outcomes set out in the personal attributes section of our theory of change (see Figure 1).

2 | Overview of funded activity

The Careers & Enterprise Fund 2018 is designed to deliver greater opportunities for disadvantaged young people and similarly to our previous funds, it will focus on assisting young people to acquire the motivation, knowledge and skills required for employment, higher or further education.

The main objective of CEF2018 is to support provision that focuses on:

Part A: Employer encounters

Employer encounters³ for young people 11-18⁴ in England

Part B: Disadvantaged groups

Testing new approaches for disadvantaged groups to broaden aspirations and raise awareness of pathways into training and work:

- Young people with SEND
- Looked After Children/Care Leavers
- Gypsy, Roma, Traveller young people

³The Company is making funding available to schools and colleges which it believes will be sufficient to provide one employer encounter per student per academic year (i.e.7 employer encounters from Year 7-13). In line with their own needs and priorities, schools may choose more expensive interventions which mean the number of encounters provided by the fund will vary from institution-to-institution.
⁴In line with the careers requirements for schools and colleges, this includes all Year 13 students or 19 to 25-year-olds with a current Education, Health and Care Plan in place under section 37 of the Children and Families Act 2014[1]

The Careers & Enterprise Company will invest £4.2 million in careers and enterprise activities in England, split into two parts:

Part A: Employer encounters

We will be investing in 35 areas of need which will be selected based on our cold spot indicators. Successful programmes will be included in a 'virtual wallet' shared with schools and colleges in those areas to make purchasing decisions (see Section 2.1.1 for more information). The areas selected will be based on 10 of the Careers Hubs and 25 other areas of need. These areas have been selected on the following basis:

i) £1.25 million to be invested in 10 Careers Hubs:

10 Careers Hubs⁵ will be selected identified by our Cold Spots analysis.

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

10 of these Careers Hubs will be offered 'virtual wallets'⁶ for their clusters of schools and colleges. The areas covered by 10 Careers Hubs selected to receive the 'virtual wallets' will be announced through the bidding portal to those organisations who have registered to bid. The possible areas that could be covered by a hub are listed below.

ii) £1.25 million to be invested in 25 areas of disadvantage:

25 groups of 10 schools and colleges have been identified by our cold spots analysis. This takes into account disadvantage indicators including free school meals, GCSE performance, progression to apprenticeships and positive destinations. The complete list of areas can be found below in Table 1. If any of the schools or colleges included in the 25 areas of disadvantage are also included in the 10 selected Careers Hubs, we will ensure that funding is not being offered twice, so may add additional areas. We have also included these in the table below.

Table 1: 10 Careers Hubs and 25 areas of disadvantage

25 areas of disadvantage	LEP Area	Possible areas to be included through the Careers Hubs	
Birmingham	Greater Birmingham and Solihull	Barnsley	Northumberland
Bristol, City of	West of England	Bath and North East	Nottingham
Cheshire West and Chester	Cheshire and Warrington	Birmingham	Nottinghamshire
County Durham	North East	Blackpool	Oldham
Coventry	Coventry and Warwickshire	Bolton	Plymouth
Croydon	Coast to Capital	Bournemouth	Poole
Great Yarmouth & Waveney	New Anglia	Bracknell Forest	Portsmouth
Knowsley & Halton	Liverpool City Region	Bristol City of	Reading
Lambeth	London	Buckinghamshire	Redcar and Cleveland
Leeds	Leeds City Region	Bury	Rochdale
Leicester	Leicester and Leicestershire	Central Bedfordshire	Rotherham
Lewisham	London	Cornwall	Salford
Liverpool	Liverpool City Region	Cumbria	Sandwell
Manchester	Greater Manchester	Darlington	Sefton
Medway	South East	Derbyshire	Sheffield
Newham	London	Devon	Slough
Peterborough	Greater Cambridge and Greater Peterborough	Dorset	Solihull
Salford	Greater Manchester	Dudley	Somerset
Sandwell	Black Country	Durham	South Gloucestershire
Sheffield	Sheffield City Region	East Riding of Yorkshire	South Tyneside
South Tyneside & Newcastle upon Tyne	North East	East Sussex	Southend-on-Sea
Southampton	Solent	Essex	St. Helens
Tameside	Greater Manchester	Gateshead	Staffordshire
Wakefield	Leeds City Region	Halton	Stockport
Walsall	Black Country	Hampshire	Stockton-on-Tees
		Hartlepool	Stoke-on-Trent
		Hertfordshire	Suffolk
		Kingston upon Hull City of	Sunderland
		Kirklees	Swindon
		Knowsley	Tameside
		Lancashire	Telford and Wrekin
		Leicester	Thurrock
		Leicestershire	Torbay
		Lincolnshire	Trafford
		Liverpool	Walsall
		Luton	Warwickshire
		Manchester	West Berkshire
		Middlesbrough	Wigan
		Newcastle upon Tyne	Wiltshire
		Norfolk	Windsor and Maidenhead
		North East Lincolnshire	Wirral
		North Lincolnshire	Wokingham
		North Somerset	Wolverhampton
		North Tyneside	Worcestershire
		North Yorkshire	York
		Northamptonshire	

NB: The final list of the 35 areas will be available on 5 July 2018 and will be published on our bidding portal. Please note that Opportunity Areas are not included in the Careers Hubs and areas of disadvantage.

⁵ More information on the Careers Hubs procurement process can be found here: <https://www.careersandenterprise.com.co.uk/funding/careers-hubs>
⁶ A virtual wallet or rate cards are commonly used for simple goods and services to advertise the product available and the cost per unit. Often the cost decreases as more units are purchased. For social services, rate cards have been used to agree on the price of outcomes for Social Impact Bonds, and are considered a key step to implementing efficient payment by results models. More information in Section 2.1.1.

Part B: Disadvantaged groups

£1.7 million to be invested for disadvantaged groups:

The Department for Education has identified three groups it wishes to pilot new activity to understand how to most effectively support young people from disadvantaged groups. The Careers & Enterprise Company has agreed to administer these funds on its behalf. The groups of focus are: i) young people with Special Educational Needs and Disabilities (SEND Strand 1); ii) Looked after Children and Care Leavers, iii) Gypsy, Roma and Traveller young people.

The aim is to identify innovative ways to reach these groups and to inspire them to plan for their future and consider a wider range of further education, training, apprenticeships and jobs/careers.

Of the £1.7m to be invested, £200,000 (SEND Strand 2) is available for activity around employer engagement and support – specifically to help employers engage more successfully with schools and colleges resulting in improved employer confidence and the creation of more employer encounters for young people with SEND.

Table 2: Set criteria for CEF2018 (Part A & B)

	Part A	Part B
Fund Objective	Employer encounters for young people 11-18 in England: 10 Careers Hubs and 25 areas of disadvantage	Testing new approaches for disadvantaged groups to broaden aspirations and raise awareness of pathways into training and work: <ul style="list-style-type: none"> • young people with Special Educational Needs and Disabilities (SEND) • Looked after Children/Care Leavers • Gypsy, Roma and Traveller young people
What are we trying to achieve?	Through this funding we aim to support young people to: <ul style="list-style-type: none"> • overcome the barriers that they face • experience multiple encounters with employers • make informed decisions about their education and future • improve their attainment • achieve positive labour market outcomes. 	i) Disadvantaged groups: SEND Strand 1 Through this funding we aim to support young people to: <ul style="list-style-type: none"> • broaden aspirations of both the young people and their parents • increase awareness (of parents and young people) of technical routes/post 16 options and the life benefits of continuing in education, training and employment • have a career plan outlining routes into the world of work. We also welcome the production of supporting resources that can be used with this group/parents after the work of the grant has been completed. All resources produced will be licensed under the Open Government Licence (OGL). We will be measuring impact to understand which new approaches work for these groups.

	Part A	Part B
		Strand 2 (£200,000) Through this funding we aim to: <ul style="list-style-type: none"> • increase the exposure of young people with SEND to the workplace, employers and the world of work and enterprise • build confidence • increase knowledge and understanding among employers to engage with, and offer work experience opportunities to young people with SEND • build the confidence and work-related skills of young people with SEND, and broaden their career horizons • collect evidence of linking employer encounters and work experience to positive outcomes including qualities, skills and interests they can use to gain employment ii) Disadvantaged Groups: Looked After Children (LAC)/Care Leavers Through this funding we aim to focus on: <ul style="list-style-type: none"> • broader aspirations of the young people • innovative ways to reach these young people • collaboration with LAC support services (schools, colleges, LAs, Social services, Virtual Headteachers, Foster carers etc.) to provide effective, timely guidance and signposting to young people in the absence of parental guidance • an increased awareness by this group of technical routes/post 16 options and the life benefits of continuing in education, training and employment • an increase in these young people with career plans outlining routes into the world of work • role model/mentoring schemes We also welcome the production of supporting resources that can be used with this group/carers after the work of the grants has been completed.

	Part A	Part B
		<p>iii) Disadvantaged groups: Gypsy, Roma, Traveller (GRT) young people</p> <p>Through this funding we aim to focus on:</p> <ul style="list-style-type: none"> • broader aspirations of both the young people and their parents • innovative ways to reach these young people • collaboration with organisations who support GRT communities (including schools, colleges, LA services and charities) - where appropriate - to provide effective, timely guidance and signposting to young people • linking GRT communities to colleges/schools/post 16 route providers • impact shown to increase awareness to young people of technical routes/post 16 options and the life benefits of continuing in education, training and employment • an increase in these young people with career plans outlining routes into the world of work • role model/mentoring schemes • other innovative activities that support young people into the world of work <p>We also welcome the production of supporting resources that can be used with this group/parents after the work of the grants has been completed.</p>
How?	Investing in consistently effective programmes to increase their reach in 35 groups of schools in areas of disadvantage.	Investing in programmes that can be evaluated and/or used to identify leading practice.
How much?	<p>£2.5 million</p> <p>i) £1.25m in 10 Careers Hubs.</p> <p>ii) £1.25m in schools and colleges in 25 areas of particular disadvantage.</p>	<p>£1.7 million</p> <p>i) £1.5 million in disadvantaged groups: SEND Strand 1 (Testing what works and building expertise); Looked After Children; Gypsy, Roma, Traveller young people.</p> <p>ii) £200,000 in disadvantaged groups: SEND Strand 2 - employer engagement and support.</p>

	Part A	Part B
Who can apply?	<p>Organisations with a track record of delivering careers and enterprise activities who are willing to:</p> <ul style="list-style-type: none"> • deliver programmes already proven to work • deliver employer encounters which cannot easily be delivered by schools or colleges alone. <p>We welcome bids from consortia.</p>	<p>Organisations that:</p> <ul style="list-style-type: none"> • have expertise and/or links working with the relevant disadvantaged group • can collaborate with careers professionals (including careers advisers/Careers Services in the local community) to design a programme that can be evaluated or used to identify leading practice • can demonstrate capacity to deliver an effective programme related to one of the disadvantaged groups; <p>We welcome bids from consortia.</p>
What activities will we fund?	<p>Any proven programme containing activities providing young people with at least one employer encounter which cannot easily be delivered by schools or colleges alone.</p>	<p>Programmes that:</p> <ul style="list-style-type: none"> • outline how the disadvantaged groups will be reached (especially those young people not in education), testing innovative ways to reach these groups and to inspire them to plan for their future and consider a wider range of further education, training, apprenticeships and jobs/careers • demonstrate that more young people in these target groups will have raised awareness of routes into employment and an informed careers plan (i.e. activities that show positive outcomes and impact for these groups) • produce resources to support the grant aims and outcomes <p>For SEND Strand 2, any programmes that can help employers and schools and colleges engage more successfully together, resulting in improved employer confidence and the creation and successful delivery of more employer encounters for young people with SEND.</p>
Where?	<p>i) 10 Careers Hubs. The shortlist of possible Local Authority areas is listed in Table 1 but the final list of areas will be available from 5 July 2018.</p> <p>ii) 25 areas of disadvantage. The list can be found in Table 1.</p>	<p>Anywhere in England.</p>

	Part A	Part B
Who are we targeting?	<p>Eligible young people in the identified areas.</p> <p>The target age groups will depend on the type of intervention but all beneficiaries must be aged 11–18.</p> <p>In line with the careers requirements for schools and colleges, this includes all Year 13 students or 19 to 25-year-olds with a current Education, Health and Care Plan in place under section 37 of the Children and Families Act 2014[1].</p>	<p>The target age groups will depend on the type of intervention but all beneficiaries must be aged 11–18.</p> <p>By working with both the young people and their parents/carers or others who work to support these young people we expect that there may also be a measurable impact of this work on these groups in terms of raised awareness and the best ways to reach/engage them. This may include resources aimed at the parents/carers/others.</p> <p>In line with the careers requirements for schools and colleges, this includes all Year 13 students or 19 to 25-year-olds with a current Education, Health and Care Plan in place under section 37 of the Children and Families Act 2014[1].</p>
What are we funding?	Set-up and activity/delivery costs, evaluation.	
How are we funding?	<p>Price per output with purchasing decisions directed by schools and colleges.</p> <p>(i.e. unit costs should include all costs of delivering the programme, including set up costs).</p>	Payments based on programmes meeting milestones.
Grant value	No limit, but note the available funding for Part A, and that decisions will be informed by school purchase choices. (Section 2.1.1)	No limit but note the available funding for Part B.

All resources produced will be licensed under the Open Government Licence (OGL). Organisations may apply for both parts if they wish. Application forms for each part may be different.

2.1 Part A: Encounters for young people – £2.5 million to support employer encounters for secondary school and college students in 10 Careers Hubs & 25 areas of disadvantage

With Part A of this fund, we shall be contributing to the Gatsby Benchmarks 5 and 6, scaling up many of the existing, effective careers and enterprise programmes and ensure that young people get multiple opportunities to learn from employers through the course of their education.

£2.5 million will be invested in 10 Careers Hubs and 25 areas of disadvantage (see Table 1). These areas were identified using our cold spots analysis. This takes into account disadvantage indicators including Free school meals, GCSE performance, progression to apprenticeships and positive destinations.

We anticipate that successful organisations which are bidding to work in these areas will have good local knowledge.

Our objective: to address a lack of opportunity for young people by providing quality careers interventions

Target groups: secondary school and 16-18 year old college students in chosen schools in each identified area

Activities supported: any activities which cannot easily be delivered by schools or colleges alone and can develop employability and life skills helping young people to prepare for the world of work

2.1.1 Part A: The Careers & Enterprise catalogue - key features

The funding approach in Part A of CEF2018 allows schools and colleges to be directly involved in the commissioning of projects where schools and colleges choose and pay for evaluated provision through a virtual wallet. The funds will be allocated in secondary schools and colleges in the 10 Careers Hubs and 25 areas of disadvantage. We will then create a Careers & Enterprise catalogue (rate card⁷) by asking successful providers to nominate a unit cost for their services. Schools and colleges then select a programme from the catalogue that best meets their needs, based on the results of their Compass Careers Benchmark tool⁸ or the detailed audit completed with their Enterprise Coordinator. Schools will be supported by Enterprise Coordinators and advisers to make best use of the funding.

We will assess each of the programmes in the catalogue to ensure they offer high quality and value for money.

⁷ Rate cards are commonly used for simple goods and services to advertise the product available and the cost per unit. Often the cost decreases as more units are purchased. For social services, rate cards have been used to agree on the price of outcomes for Social Impact Bonds, and are considered a key step to implementing efficient payment by results models.

⁸ Compass is a self-evaluation tool for schools to measure themselves anonymously against the Gatsby benchmarks. It was developed jointly by The Careers & Enterprise Company and the Gatsby Charitable Foundation and has received ongoing funding and advisory support from Gatsby. Access the tool here: <https://schoolhub.careersandenterprise.co.uk/login>

How it works

We will allocate funding to schools and colleges to expand on their current provision of careers and enterprise activity. We will introduce the fund to schools and colleges in the 2018/19 academic year and specify the funding they can receive. This funding works like a voucher – when a school or college indicates their intention to purchase, The Careers & Enterprise Company makes the purchase on their behalf.

Schools and colleges will be supported by their Enterprise Adviser, the relevant Enterprise Coordinator (EC) and Regional Lead to choose the best programme. Schools and colleges will have the opportunity to join a regional committee to coordinate purchases with other local schools or colleges. Organisations have the opportunity to offer cheaper prices when their programme is taken up by multiple schools and colleges. For example, a programme may cost £100 for one group, but if multiple schools across areas select the programme they could each access a reduced rate of £90.

Schools and colleges are encouraged to complete the Compass careers benchmark tool which can help them decide which programme is right for them. Compass is a self-assessment tool that assists schools and colleges to identify gaps in current careers provision based on the Gatsby Benchmarks⁹.

Why use rate cards?

Rate cards are commonly used for simple goods and services to advertise the product available and the cost per unit. Often the cost decreases as more units are purchased. For social services, rate cards have been used to agree on the price of outcomes for Social Impact Bonds, and are considered a key step to implementing efficient payment by results models.

Using a rate card puts the purchasing decision in the hands of those closest to the need. Schools, colleges and local stakeholders will have the power to select services that will work best in their community and address gaps in their existing careers and enterprise activity, identified by the Compass careers benchmark tool.

It also provides a platform to encourage investment in the sector from other areas. Schools, colleges, local stakeholders and private investors can purchase services from the Careers & Enterprise catalogue and be confident that they will be delivered by an organisation whose programme has been assessed by The Careers & Enterprise Company to ensure it is high quality and good value for money. If you are interested in this opportunity please get in touch with us via investment@careersandenterprise.co.uk

How can I get my programme listed in the Careers & Enterprise catalogue?

If you have a programme operating in the selected areas you are encouraged to submit an application. You will be required to nominate a unit price - which may change for different areas - to deliver your programme. If you are offering programmes at a discounted price (i.e. price bands) based on a proportionate saving in costs gained by an increased level of quantity, then this price is applied across multiple schools and areas. For example, if a discounted price is applied when 10 programmes are purchased, these programmes can be purchased by different schools and colleges across areas. We encourage you to include price bands where possible, in order to increase the competitiveness of your offer. We will also ask you to include the minimum threshold you need to reach to be able to deliver your programme.

Please note that if your programme is successful, schools and colleges may choose not to purchase it from the catalogue.

What funding is available for careers interventions?

Schools and colleges in the identified geographical areas, operating with young people aged 11-18 will be allocated an average of £5,000 in the 25 areas of disadvantage. £125,000 will be allocated to each Careers Hub spread among the schools and colleges to purchase careers interventions included in The Careers & Enterprise Company Careers & Enterprise catalogue.

Depending on what schools and colleges choose, the exact spend per student will vary significantly as some programmes will be more complex and higher cost, while others will engage greater numbers at a lower unit price. For example, schools and colleges may choose to spend their allocation on a smaller number of students

which means that not all students will participate in programmes. Therefore, the amount of funding organisations receive will depend on schools' needs and purchasing decisions. The application process will ask you to identify the minimum level of delivery for the programme to be financially viable.

We want a choice of providers in each of the areas, but to ensure each organisation has a guaranteed level of delivery, we will only fund a small number of providers in each area. Our application guidance (forthcoming) will set out examples of a Careers & Enterprise catalogue and a provider flyer.

What funding is available to schools?

Schools in the identified areas will be allocated funding to improve their activities in line with the Compass careers benchmark tool¹⁰.

How would the funding approach work?

The Careers & Enterprise Company will offer funding for schools to purchase from the catalogue during the funding period (January 2019 - September 2020). The actual money will remain with The Careers & Enterprise Company, so the offer is like a voucher. When the school indicates its intention to purchase, The Careers & Enterprise Company will make the purchase on their behalf.

Schools, LEPs and anyone else are encouraged to contribute to the fund to purchase additional services from The Careers & Enterprise catalogue. The investor's money will be paid to the Company and managed in the same manner as the The Careers & Enterprise Company funding. Any unspent or recovered funds will be returned to the investor.

Funding for schools & colleges

Schools and colleges in the 25 areas of disadvantage will be allocated an average of £5,000 each. £125,000 will be allocated to each Careers Hub spread among the schools to purchase careers interventions included in the Careers & Enterprise catalogue. The funding available may be weighted according to need. If you have been identified as a school or college in the selected Hubs or 25 areas of disadvantage, The Careers & Enterprise Company will contact you directly to confirm the funding amount that we will be making available. Schools and colleges are encouraged to complete a Compass self-assessment as soon as possible as this will help them identify areas where funding may complement existing activity. Schools and colleges will be able to begin identifying programmes from November 2018 and delivery will commence in January 2019.

2.2 Part B: Testing new approaches for disadvantaged groups (i.e. SEND, looked after children and Gypsy, Roma, Traveller young people) – £1.7 million to support secondary school and college students

The Department for Education has identified three groups it wishes to pilot new activity and invest £1.5 million to understand how to most effectively support young people from disadvantaged groups. The areas of focus are: i) Special Educational Needs and Disabilities (SEND) young people; ii) Looked after Children /Care Leavers, iii) Gypsy, Roma and Traveller young people.

A further £200,000 is available for activity around employer engagement and support (disadvantaged groups, SEND Strand 2) – specifically to help employers engage more successfully with schools and colleges resulting in improved employer confidence and the creation of more employer encounters for young people with SEND.

We anticipate that successful organisations which are bidding to support these target groups will have relevant knowledge and/or previous experience of working with these groups.

Our objective: to identify innovative ways to reach these groups (if they are not in education) and to inspire them to plan for their future and consider a wider range of further education, training, apprenticeships and jobs/careers.

Target groups: 11-18 year olds included in the identified 3 disadvantaged groups. This includes all Year 13 students or 19 to 25-year-olds with a current education, health and care plan in place.

Activities supported: any activities (including the production of resources¹¹) which support our objective to inspire young people to plan for their future and consider a wider range of further education, training, apprenticeships and jobs/careers – to include working with parents/carers in support of this aim. £200,000 is available specifically for activity around employer engagement and support.

3 | Applying for funding

The following section provides important information that clarifies whether your organisation and proposed programme(s) are eligible for funding. Please read this carefully before submitting an application.

3.1 How to apply

Applicants have to register their interest in applying in order to download the application forms and more information will be available on our website (www.careersandenterprise.co.uk).

Applicants must submit their application by **3pm on 19 July 2018**. Applicants are advised to carefully read all chapters of this Prospectus and its Appendices before submitting their application. Late applications will not be accepted. Applicants will have the opportunity to ask us questions by contacting the team (investment@careersandenterprise.co.uk) and registering to join events and webinars via our website (<https://www.careersandenterprise.co.uk/investment>). Please note that we will not accept any content questions after **5pm on Thursday 12 July 2018**.

Table 1 shows the indicative list of the 35 areas the funding will be based upon. The final list will be available on 5 July 2018 due to the Careers Hubs fund timeline.

All applications must be submitted via our website. Only those submitted online will be accepted. Application forms will be available through our website in June 2018. Applicants who have trouble uploading their form can email us at investment@careersandenterprise.co.uk

Organisations who have been shortlisted will be informed by 31 August 2018. Shortlisted applicants will be required to submit further due diligence information by 7 September 2018 and will be expected to attend a meeting with representatives of The Careers & Enterprise Company between 10 September and 24 September 2018 to discuss their application in more detail. Due diligence checks and contracting negotiations may be minimal for existing grant recipients. Ahead of the meeting, organisations will be expected to prepare a few items, such as a project plan, a budget summary and answer any questions relevant to the assessment criteria. The Careers & Enterprise Company is expecting to notify successful applicants on 15 October 2018.

Part A successful applicants would have provided us with their 'rate card' as part of their application. We will circulate their rate cards to schools and colleges in the selected areas by end of October. Schools and colleges will then notify us of their purchasing choices and we will notify successful providers on the outcomes in December 2018. Please familiarise yourself with Section 2.1.1 of the prospectus to fully comprehend the rate card process.

3.2 Eligibility criteria

Pre-screen to determine eligibility (self-assessed)

Please use the pre-screen questions before filling in the application form.

Part A: Employer encounters for young people (Careers Hubs & areas of disadvantage)

You must be able to answer 'Yes' to all the following questions to be eligible to apply for funding.

- Does your programme target young people aged 11-18?¹²Funded programmes can be part of a wider activity covering a broader age group, provided the funding is solely used to support young people at school or in Years 7 to 13.
- Is your organisation solvent?
- Are you planning to deliver your programme in at least one of the Careers Hubs or 25 areas of disadvantage?
- Are you able to begin delivery in an area from 2018/19 academic year (January 2019 onwards)?
- Is your programme established?
- Does your programme have a proven track record of making a positive impact?

Part B: Disadvantaged groups

You must be able to answer 'Yes' to all the following questions to be eligible to apply for funding.

- Does your proposed programme target young people aged 11 -18¹³? Funded programmes can be part of a wider activity covering a broader age group, provided the funding is solely used to support young people aged 11-18 in the 3 categories of disadvantaged groups.
- Is your organisation solvent?
- Are you planning to deliver your programme in England?
- Are you able to begin delivery in an area from 2018/19 academic year (January 2019 onwards)?
- Do you have existing links with or are working in collaboration with an organisation that has links with the disadvantaged group your proposed programme is targeting?

Organisations that do not meet our funding eligibility requirements will not be assessed further. Whilst we welcome applications from a variety of providers, we encourage you to carefully consider the time commitment of our application process. Organisations that have been funded in previous The Careers & Enterprise Company's funds can apply for CEF2018, if eligible. Previous performance will be taken into consideration. In order to maintain a transparent and fair process, existing grant recipients will need to submit a full application to be assessed against other applicants.

3.3 Payment terms

Part A

The Careers & Enterprise Company will work with grantees to develop an appropriate payment profile over the duration of the contract. Recipients may also be able to claim set-up costs associated with setting up the programme. Due to the nature of this fund, set-up costs should be calculated as part of your unit cost per young person completing the programme.

Funding for Part A programmes will be dependent on the level of interest from schools. Applicants need to identify a minimum level of delivery, clearly stating if their programme(s) will not be financially viable if the minimum level of delivery is not purchased.

Part B

Part B programmes will receive payments by milestones, agreed with The Careers & Enterprise Company at the beginning of delivery and included in the grant agreements.

All payments to recipients in both Part A and B will be made on a quarterly basis in arrears. Recipients will be required to submit a monitoring return at the end of each quarter, setting out the number of interventions achieved in that quarter and any upfront expenditure. Recipients will also be required to complete quarterly data reports, providing a variety of student and programme data depending on the intensity of their programme. Grant agreements will be awarded for a period of 20 months, from January 2019 to September 2020. Part B projects may start before January 2019 to allow for set up and development.

3.4 Assessment process

There are three stages to the assessment process:

- 1 – determine eligibility to apply (Section 3.2)
- 2 – initial assessment
- 3 – final assessment for shortlisted candidates

We encourage organisations to review the assessment process, and in particular, the pre-screen questions, before beginning their application process to ensure eligibility for the fund.

3.4.1 Initial application process

Organisations that do not meet our funding eligibility requirements as described in Section 3.2 will not be assessed further. The next step is for us to identify a shortlist of strong applications to move forward to the final assessment. Applicants that meet the funding and relevant requirements set out above will be assessed against the criteria set out below in Table 3. Full details of the assessment criteria are set out in Section 3.4.3

Representatives from Local Enterprise Partnerships (LEPs) and/or Mayoral Combined Authorities (MCAs) and other local stakeholders in each area where the programme is proposing to deliver will be involved in the assessment process and provide feedback on each application, subject to conflict checks.

The Careers & Enterprise Company will also conduct an initial due diligence assessment, including a review of financial information provided as part of the application form, and conduct credit checks and integrity checks on the organisation and its senior staff. Due diligence checks may be minimal for existing grant recipients.

The Careers & Enterprise Company Investment sub-committee will review the highest-scoring applications, feedback from local areas, key stakeholders and the results of the due diligence assessment for shortlisting.

Organisations that have been shortlisted will be informed by 31 August 2018. A more detailed timeline can be found in Section 3.5.

¹² In line with the careers requirements on schools and colleges, this includes all Year 13 students or 19 to 25-year-olds with an Education, Health and Care Plan in place under section 37 of the Children and Families Act 2014

¹³ In line with the careers requirements for schools and colleges, this includes all Year 13 students or 19 to 25-year-olds with an Education, Health and Care Plan in place under section 37 of the Children and Families Act 2014

3.4.2 Final assessment for shortlisted candidates

Shortlisted applicants will be invited to meet with representatives of The Careers & Enterprise Company to discuss their programme in more detail. This will include a review of the application submitted. In addition, The Careers & Enterprise Company may consult with local and sector stakeholders, independent evaluators, and relevant academics/experts on the application.

Following the interviews, assessments will be updated and presented to the relevant stakeholders for final feedback and comment. The Careers & Enterprise Company will also conduct further financial and institutional due diligence.

The Careers & Enterprise Company Investment sub-committee will review the highest-scoring applications from the shortlisting, final feedback from relevant stakeholder, the results of the management interviews, and the results of the additional due diligence assessment to make final award decisions.

3.4.3. Assessment criteria

The assessment criteria at each stage of the three-phase process are as follows:

I. Pre-screen questions (more details in Section 3.4)

Pre-screen questions ensure the organisation's proposal is eligible for funding by passing basic diligence questions and compatible with the objectives of the fund. We ask organisations to screen themselves against our questions, and refrain from applying if the minimum standards are not met.

II. Initial application: assessment criteria

We ask all applicants to set out the details of their programme. Organisations will then be assessed against the following key dimensions. Successful candidates for funding are required to reach a minimum standard across all dimensions.

Table 3

	Part A: Employer encounters for young people in 10 Careers Hubs & 25 areas of disadvantage	Part B: Disadvantaged groups
Minimum standard		
Initial application assessment criteria		
Compatibility with the objectives of the fund	<p>Programme delivers careers & enterprise activity in the geographical area providing encounters between young people and employers.</p> <p>The organisation provides unit costs in a rate card of outputs to include in the Careers & Enterprise catalogue.</p>	<p>Programme delivers activity that reaches the target disadvantaged groups and identifies how outcomes will be met and impact measured.</p> <p>The applicant's understanding of the needs of the disadvantaged groups is clear.</p>
Strength of proposed programme		
Evidence of programme performance including the quality and impact provision	<p>The programme demonstrates strong performance against economic, social and educational outcomes in line with our theory of change (see Figure 1).</p> <p>The programme scores well on measures of success or satisfaction.</p> <p>The programme has an internal evaluation process in place.</p>	<p>The programme reaches the target group(s) and is measured against impact and measures of success.</p> <p>The programme has an internal evaluation in place.</p>
Capacity to deliver		
The extent to which the organisation has the ability to deliver through existing and planned relationships and access to schools, employers and resources.	<p>The organisation has a clear expansion plan that demonstrates capacity to deliver the programme from January 2019 in the selected geographical area through relationships with schools employers and partners.</p>	<p>The applicant has a clear plan that demonstrates capacity to deliver the programme from January 2019.</p>

Track record		
Evidence of the organisation's track record of delivery and previous funding activity.	The organisation provides a strong track record of bringing together employers/businesses and young people.	The applicant has shown an understanding of the needs and challenges faced by the one or more of the target groups and how to reach/support them.
Value for money		
Assessment of the effective cost of the programme per young person and the level of match funding secured.	The organisation's unit cost per young person (including match funding and set up costs) as set out in their rate card is comparable to other organisations delivering similar activity. The organisation's programme is offered at a discounted price based on scale.	The applicant's costs (including set up costs) is comparable to other organisations delivering similar activity.
Alignment to local priorities		
Assessment of alignment to local needs	The organisation's proposed approach is in line with the objectives of the relevant geographical area.	N/A

III. Final assessment for shortlisted candidates: assessment criteria

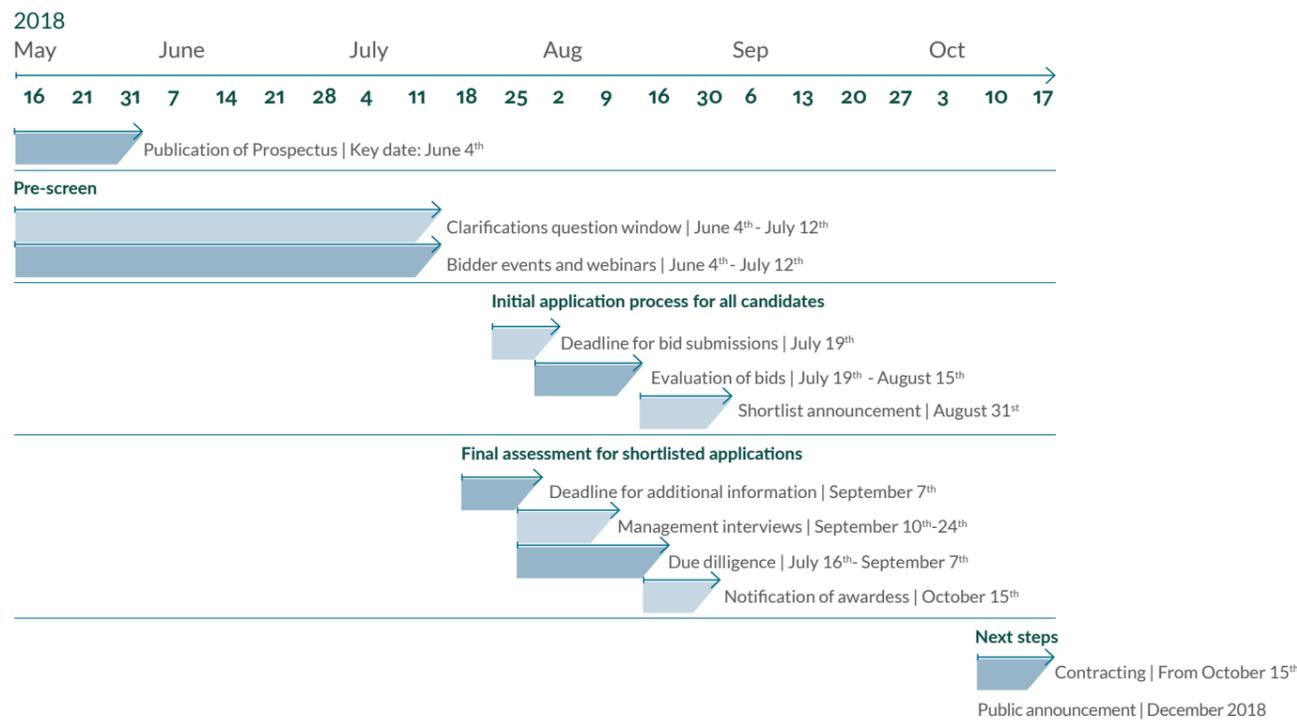
Shortlisted candidates will be invited to meet with representatives of The Careers & Enterprise Company and stakeholders (where appropriate), at which point they will be evaluated along the criteria specified in Stage II. The following key dimensions will also be a focus at Stage III.

	Part A: Employer encounters for young people	Part B: Disadvantaged groups
Financial due diligence	Stop/go based on investment credit-worthiness.	
Capacity to deliver	The extent to which the organisation has the ability to deliver through existing and proposed relationships and access to schools, employers and resources.	The extent to which the applicant has the ability to pilot new activity to understand how to most effectively support young people from the disadvantaged groups.
Value for money	We will be evaluating your detailed delivery plan to understand how your unit cost (including match funding and set-up costs) estimate has been reached, and will seek firm commitments on match funding.	We will be evaluating your detailed delivery plan to understand how your unit cost estimate has been reached.

In addition, The Careers & Enterprise Company may potentially consult with local and sector stakeholders, independent evaluators and relevant academics on applications.

4 | What can successful projects expect from The Careers & Enterprise Company?

Table 4: Timeline



A key aim of CEF2018 is for The Careers & Enterprise Company to actively support grant recipients in a way that goes above and beyond monetary investment. As a grant recipient you can access a range of support and advice, designed to help enable you to maximise your impact, from the following:

Community

Successful grant recipients will be welcome into our Community of grant recipients where we will make our research and evidence available relating to the activities funded to support the continuous improvement of your design and delivery where available. We will provide opportunities for grant recipients to come together to share best practice and showcase their work to influence future investment.

The Investment Team

Each grant recipient will be given an account manager from within the Investment Team who will be a single point of contact at The Careers & Enterprise Company throughout the funding period and can help answer any queries or challenges relating to your delivery.

Enterprise Coordinators

Co-funded with LEPs, our Enterprise Coordinators (ECs) are trained professionals who work with clusters of 20 schools and colleges within their LEP area. They form connections to local and national employers and support schools to build careers plans. Our Enterprise Coordinators can give advice and support on forming a regional strategy to engage schools, colleges and employers.

In Careers Hubs, a new fully-funded Hub Lead¹⁴ working with existing Enterprise Coordinators, trained in how to deliver the Gatsby Benchmarks will also provide support.

Enterprise Advisers

Our Enterprise Advisers (EAs) are our senior business volunteers, and they support a school or college in their LEP area. They can help unlock relationships with local employers and where appropriate can support your communication with individual schools.

Finally, we will make research and evidence available relating to the activities funded to support the continuous improvement of your design and delivery where available.

5 | What does The Careers & Enterprise Company expect from projects?

5.1 Monitoring reports

In relation to Section 3, The Careers & Enterprise Company expects successful organisations to complete monitoring reports and data collection templates that provide information on their delivery in order for The Careers & Enterprise Company to:

- build a dataset on delivery and student reach to track progress and evaluate impact
- collect data to create insight into the activities we are funding and support evaluation
- make quarterly payments to grant recipients

Our aim is to ensure that the reports add value to the grant recipients themselves as well as the opportunity to reflect on progress and achievement of objectives. The Careers & Enterprise Company is also creating an evaluation tool to measure young people's progress made with regard to personal effectiveness, career readiness, social capital and employability skills – the outcomes set out in the personal attributes section of the theory of change. The tool is designed to be used with a young person before (or in the early stages of) engagement, and again at the end. From the 2018/19 academic year, the tool will be compulsory for recipients of our funds, where relevant (e.g. certain low intensity activities may be excluded).

5.2 Case studies

We will be looking to work with some of the successful organisations we support to compile influential and impactful case studies to share with other careers and enterprise providers.

5.3 Evaluation

The Careers & Enterprise Company has already done a lot of work to draw together evidence and to use data to underpin our programmes and activities. This commitment to the evidence base is integral to what we do. As part of the fund, we will be seeking to continue to deepen our understanding of the evidence base and work to enhance it. All grant recipients are expected to take part in this process in order to realise the potential of England's young people. This includes using standardised pre and post activity surveys. Our 'theory of change' (see Figure 1) demonstrates the outcomes we would like to see for young people in England. All current evaluation activity is developed in-line with the theory of change to ensure that we adhere to our intention for evaluation to be strategic, robust, consistent, proportionate and influential.

Appendix A: Checklist

-  Read prospectus
-  Register your interest
-  Attend events and/or webinars
-  Complete application form section A (ALL tabs in the excel workbook) (mandatory)
-  Complete application form section B and C (PDF) (mandatory)
-  Make a note of important dates relevant to the decision-making process, e.g. interview dates
-  Submit the application form and relevant uploads before 3pm on Thursday 19 July

Appendix B: FAQs

How do I apply? What is the deadline?

You must submit complete application forms via our website (www.careersandenterprise.co.uk). Application forms will be available through our website in June 2018. Applications close on **Thursday 19 July at 3pm**. Late applications will not be accepted.

I am having technical difficulties when uploading my application.

If you are having technical difficulties when uploading your applications, drop an email to investment@careersandenterprise.co.uk

I have questions about my application that are not answered by the prospectus, FAQs section or other resources.

If you have content questions, drop an email to investment@careersandenterprise.co.uk by 5pm on Thursday 12 July. Only questions related to technical difficulties beyond the question window will be answered.

Are there any briefing webinars?

Please check www.careersandenterprise.co.uk for a list of briefing webinars that you might be interested in attending.

Can individual organisations apply or are you expecting collaborative bids?

We welcome applications from both individual organisations and consortia. Collaborative bids should clearly identify the lead-agency for contracting.

Will you fund companies/for-profit organisations?

We will fund any organisation that is delivering high quality careers and enterprise interventions, regardless of their legal status. However, we will not fund Corporate Social Responsibility/outreach programmes.

Is my type of organisation eligible for funding?

Different types of organisations are eligible provided they fulfil the eligibility and assessment criteria as described in Section 3 of the prospectus. The Careers & Enterprise Company will consider applications from individual organisations and from consortia with a clear lead organisation. For Part A, preference will be given to projects that offer joined-up local interventions tackling overlapping constraints on careers and enterprise activities.

Is the Fund an extension of previous investment funds e.g. the Careers & Enterprise Fund 2015, 2016, Opportunity Areas Fund or the Mentoring Fund?

This fund is driven by the government's Careers Strategy. We encourage bids from organisations who are currently funded and those who are not currently funded. We would advise those who were previously unsuccessful to take into account the feedback that they were given during previous funding rounds.

Am I eligible to apply if I was not successful in CEF2016 or other The Careers & Enterprise Company funds?

We would encourage organisations that were not successful in previous funds to take into account the feedback that they were given during previous funding rounds. We will consider current and past performance of existing and past grant recipients.

What does the funding cover?

Please see Section 2 of the prospectus for more details.

How much funding can I receive?

Funding for programmes in Part A will be dependent on the level of interest from schools. Funding for programmes in Part B will not exceed the funding available.

The Careers & Enterprise Company will not award more than 50 per cent of an organisation's annual turnover within a single year.

What is match funding and what would be considered eligible?

Match funding is money or in-kind support that you can secure to pay for part of your programme. The match funding must be specifically for the activity that The Careers & Enterprise Company is funding, not just related programmes or existing staffing.

Organisations will be assessed on the effective cost of the programme, taking into consideration the level of match funding secured for Part A.

What level/proportion of match funding will be required?

There is no minimum level or proportion of match funding required. Organisations will be assessed on the effective cost of the programme per student, including the unit cost and the level of match funding secured.

Does match funding take account of volunteer hours or is it cash only?

Match in kind can be applied, however cash match would be seen as preferred to match in kind. Match in kind is defined as expenditure on products or services that are provided, for which there is no associated cash transaction but where a robust auditable value can be identified (e.g. assets, materials, or an individual's time are eligible provided they are reasonably costed). Discounted provision of services or advice (e.g. solicitors, accountants, SME staff time) are ineligible. Volunteer hours are not eligible to be included as match funding. Any salary costs should be based on actual costs and not on charge-out rates or average rates of pay. No in-kind contributions can be claimed for paid employees of the project.

Will "in-kind" contributions be seen as a lesser contribution than "cash"?

The Careers & Enterprise Company will accept in-kind contributions, cash contributions and a combination of both. There is no science in getting the balance right as long as it addresses the objectives of the Fund, is realistic and achievable and considers longer term sustainability. For both cash and in-kind contributions, it is vital that the contribution is both quantifiable and well evidenced. It is also necessary that the contributions occur within the timespan of the project we are funding.

Do you have a preferred method of measuring impact?

A key focus of this fund is to develop a better understanding of what works in the sector and build an evidence base on the activities we support. Grant recipients are needed to have the right systems in place to track impact to reflect the frequency and degree of evaluation. Successful organisations will be required to submit student and programme data on a quarterly basis. The Careers & Enterprise Company is also creating an evaluation tool to measure young people's progress and from the 2018/19 academic year, the tool will be compulsory for recipients of our funds, where relevant (certain low intensity activities may be excluded).

Part A: Providing employer encounters for secondary students in 10 Careers Hubs and 25 areas of disadvantage

Why has The Careers & Enterprise Company chosen these particular areas?

We have selected areas which currently have the greatest challenges and fewest opportunities based on our Cold Spots research.

I don't understand your funding approach and/or rate cards.

In our previous funds (Careers & Enterprise Fund 2016, Opportunity Areas Fund), we piloted a different funding approach compared to what we have done in the past. We will be following the same approach by creating a Careers & Enterprise catalogue where rate cards will be used. For social services, rate cards have been used to agree on the price of outcomes for social impact bonds, and are considered a key step to implementing efficient payment by results models. Please see more details in

Section 2.1.1. Our application guidance (forthcoming) will set out examples of a Careers & Enterprise catalogue and a provider flyer.

Part B: Disadvantaged groups

Are young offenders between 16-18 eligible for the high needs groups funding?

If they belong in one of the 3 high needs groups, they are eligible.

I am already applying/interested in the Department for Education's SEND internships fund. How is this relevant to CEF2018 Part B?

CEF2018 Part B is focused on careers & enterprise programmes with no focus on investing in internships.

Will you aim to spread the funding across the three disadvantaged groups?

Yes, the funding will be spread across the three disadvantaged groups.

Appendix C: 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 the following link: www.careersandenterprise.co.uk/sites/default/files/download-files/careers-enterprise-good-bidding-guide.pdf

ii) If you are interested in finding out more about our existing grant recipients, please use the following link: www.careersandenterprise.co.uk/investment/careers-enterprise-fund

iii) **Careers Hubs**: If you are interested in finding out more about our recently launched Careers Hubs fund, please use the following link: <https://www.careersandenterprise.co.uk/funding/careers-hubs>

iv) Our **Careers Strategy Implementation Plan**: If you are interested in finding out more about our draft Implementation Plan in response to the government's Careers Strategy, please use the following link: <https://www.careersandenterprise.co.uk/news/launch-our-draft-implementation-plan>

THE CAREERS &
ENTERPRISE
COMPANY

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

www.careersandenterprise.co.uk