

Opportunity Areas Fund



Investing in careers and enterprise activities where support is most needed.

Publication information

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Contents

Summary	IV
.....
1. Introduction to the Opportunity Areas Fund	1
.....
2. Overview of funding available	4
.....
3. Applying for funding	12
.....
4. What can successful projects expect from the Company?	19
.....
5. What does the Company expect from projects?	20
.....
Appendices	21
.....

Summary

In our Careers & Enterprise Fund 2016 (CEF 2016) we allocated £5 million to scale up, trial and evaluate many existing, effective careers and enterprise programmes, including £1 million targeting the initial six Opportunity Areas (CEF 2016, Part A) - Blackpool, Derby, Norwich, Oldham, Scarborough and West Somerset awarded through Part A of the Fund.

In the Opportunity Areas Fund we will allocate a further £1 million of investment to the six additional Opportunity Areas - Bradford, Doncaster, Fenland & East Cambridgeshire, Hastings, Ipswich and Stoke-on-Trent.

The criteria and the process for applying for funding is the same as Part A of the Careers & Enterprise Fund 2016, except for the following changes:

- The application form requires information about the minimum threshold that programmes need to reach to be financially viable.
- The application form requires further information about your programme for schools and colleges.

Organisations that have been funded in Part A of The Careers & Enterprise Fund 2016 can apply for the Opportunity Areas Fund, if eligible. 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. In addition, organisations that are already delivering in Opportunity Areas - irrespective of whether they are receiving Careers & Enterprise Company funding are able to apply for this fund.

We would encourage organisations that were not successful in Part A of the The Careers & Enterprise Fund 2016 to apply for the Opportunity Areas Fund only if their proposed programme is substantively different or revised based on feedback.

1. Introduction to the Opportunity Areas Fund

The Careers & Enterprise Company (the Company) was set up in 2015 to transform careers and enterprise provision in schools and colleges across England. This document introduces the Company's Opportunity Areas Fund. With this fund, we continue to focus on social mobility, supporting thousands of young people to realise their potential and build careers aspiration. As defined by Blanden and colleagues¹, "social mobility measures the degree to which people's social status changes between generations". Social mobility is about ensuring that young people's futures are not determined by their backgrounds.

The Company will target £1 million in further six Opportunity Areas identified by the Government using the The Social Mobility Index². These are Bradford, Doncaster, Fenland & East Cambridgeshire, Hastings, Ipswich and Stoke-on-Trent. As part of CEF 2016, £1 million was allocated to the first six Opportunity Areas of Blackpool, Derby, Norwich, Oldham, Scarborough and West Somerset. These areas have entrenched barriers that make it harder for young people to be socially mobile. The funding targeted in these areas will be invested in local programmes that can demonstrate their effectiveness in working with the young people who have the greatest need of support. This can include those with special educational needs and disabilities and pupils at risk of becoming Not in Education, Employment or Training (NEET).

Opportunity Areas were identified by the Social Mobility Commission³ as the most challenged when it comes to social mobility; the Department for Education is committed to 'target programmes to ensure children get the best start in the early years, to build teaching and leadership capacity in schools, to increase access to university, to strengthen technical pathways for young people, and work with employers to improve young people's access to the right advice and experiences⁴.'

1. Blanden, J, Gregg P and Machin, S (2005). Social Mobility in Britain: Low and Falling. Available at: <http://cep.lse.ac.uk/centrepiece/v10i1/blanden.pdf> [Accessed 25th October 2016].
2. Social Mobility Commission (2016). The Social Mobility Index. Available at: <https://www.gov.uk/government/publications/social-mobility-index> [Accessed 25th October 2016].
3. Department for Education, 2017. *Social mobility and opportunity areas*. Available at : <https://www.gov.uk/government/publications/social-mobility-and-opportunity-areas> [Accessed 20 October 2017]
4. Department for Education, 2017. *Education Secretary announces 6 new opportunity areas*. Available at: <https://www.gov.uk/government/news/education-secretary-announces-6-new-opportunity-areas> [Accessed 20 October 2017]

In line with Part A of CEF 2016, the main aim of the Opportunity Areas Fund is to scale 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, focusing on these areas that have entrenched barriers that make it harder for young people to be socially mobile.

We want to ensure that all **young people have the opportunity to succeed** and believe this fund can ensure that many more young people receive the opportunities, support, advice and guidance to do just that.

1.1. About The Careers & Enterprise Company

At The Careers & Enterprise Company we have a driving ambition to join the dots between schools, colleges, employers and providers of careers and enterprise activities. One way in which we do this is by supporting programmes that work, filling gaps in provision and ensuring coverage across the country. This is crucial to inspire and prepare young people for the fast-changing world of work. Better understanding 'what works'⁵ in careers and enterprise provision in schools and colleges across England is a significant step towards achieving that ambition. We recently launched a series of new What Works reports which share best practice of several types of employer engagement in schools⁶. Applicants might seek to reference the relevant lessons for practice set out in these reports.

Successful proposals will be those which aim to support our key indicators of outcomes for young people – from academic attainment and preparedness for work to career destinations as seen in Table 1.

5. The Careers & Enterprise Company. (2016). What Works In Careers and Enterprise? London: The Careers & Enterprise Company.

6. New What Works series: <https://www.careersandenterprise.co.uk/news/new-what-works-research-series-launch-october>.

Table 1: Prioritisation indicators

Barriers	Percentage known to be eligible for and claiming free school meals (FSM)
High levels of engagement between business and schools	% Employer establishments who had anyone in work experience
	% Employer establishments who offered any work inspiration
Opportunity informed decision making	% A-levels entered that are STEM (Maths & Science only)
	% A-levels entered by girls that are STEM (Maths & Science only)
	% in sustained apprenticeship destination post KS4
Positive outcomes (education)	5+ A*-C including English & mathematics GCSEs
Positive outcomes (labour market)	16-17 year olds who are not in education, employment or training (NEET) reported by local authorities
	Preparedness for work of 16 year old school leavers (Poorly/V. Poorly Prepared)
	Preparedness for work of 17-18 year olds recruited to first job from school (Poorly/V. Poorly Prepared)

We are committed to support schools and colleges in Opportunity Areas to achieve a high standard of careers and enterprise provision, therefore in addition to this fund, we are also building:

- i) an Enterprise Adviser Network partnering every school with an Enterprise Adviser by putting in place dedicated resource on the ground, an Enterprise Coordinator, to operationalise the network quickly and
- ii) a community of employers willing to work with schools and colleges in each Opportunity Area.

Each Opportunity Area has its own local targets and priorities, including schools and colleges' needs - we have asked representatives of all Opportunity Areas to summarise those needs which are included on our webpage⁷. Prospective applicants are encouraged to refer to the relevant slides per Opportunity Area before submitting an application.

7. <https://www.careersandenterprise.co.uk/investment> Hooley, T (2014). The Evidence Base on Lifelong Guidance. Jyväskylä, Finland: ELGPN.

2. Overview of funding available

The main objective of the Opportunity Areas Fund is to support provision that offers:

Employer encounters⁸ for young people in Opportunity Areas. This will make £1 million available to support employer encounters for secondary school and college pupils in Government's six additional Opportunity Areas.

The Opportunity Areas Fund is designed to deliver greater opportunities for young people. Similarly to Part A of CEF 2016, it will focus on assisting young people to acquire the motivation, knowledge and skills required for employment, higher or further education. We also welcome applications targeting young people with SEND or those who are in care or exiting care. We expect that applicants will signpost which programmes can be tailored for Pupil Referral Units (PRUs) and schools with SEND students.

8. The Company is making funding available to schools which it believes will be sufficient to provide four employer encounters. 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 school-to-school. Ferrari, L, Nota, L and Soresi, S (2012). Evaluation of an intervention to foster time perspective and career decidedness in a group of Italian adolescents. *Career Development Quarterly*, 60(1): 82-96.

Table 2: Set criteria for the Opportunity Areas Fund

Fund Objective	Employer encounters for young people in secondary schools in the six additional Opportunity Areas
What are we trying to achieve?	<p>Through this funding we aim to support young people to:</p> <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
How?	Supporting young people in six areas of particular disadvantage.
How much?	£1 million
Who can apply?	<p>Organisations able to deliver careers and enterprise activity in the Opportunity Areas on a flexible scale.</p> <p>Organisations that have been funded in Part A of CEF 2016 can apply for the Opportunity Areas Fund.</p> <p>We would encourage organisations that were not successful in Part A of CEF 2016 to only apply for the Opportunity Area Fund if their programme is substantively different or revised based on previous feedback.</p>
What activities will we fund?	Any proven programme containing activities providing young people with careers and enterprise encounters.
Where?	Bradford, Doncaster, Fenland & East Cambridgeshire, Hastings, Ipswich and Stoke-on-Trent
Who are we targeting?	All young people in secondary school and college in the Opportunity Areas with a particular focus on social mobility target groups ⁹ .
What are we funding?	Set-up and activity/delivery costs, evaluation
How are we funding?	Price per output with purchasing decisions directed by schools and colleges. (where applicable unit costs should include any set-up costs).
Grant value	No limit, but note the available funding in each area (Section 2.1.1)

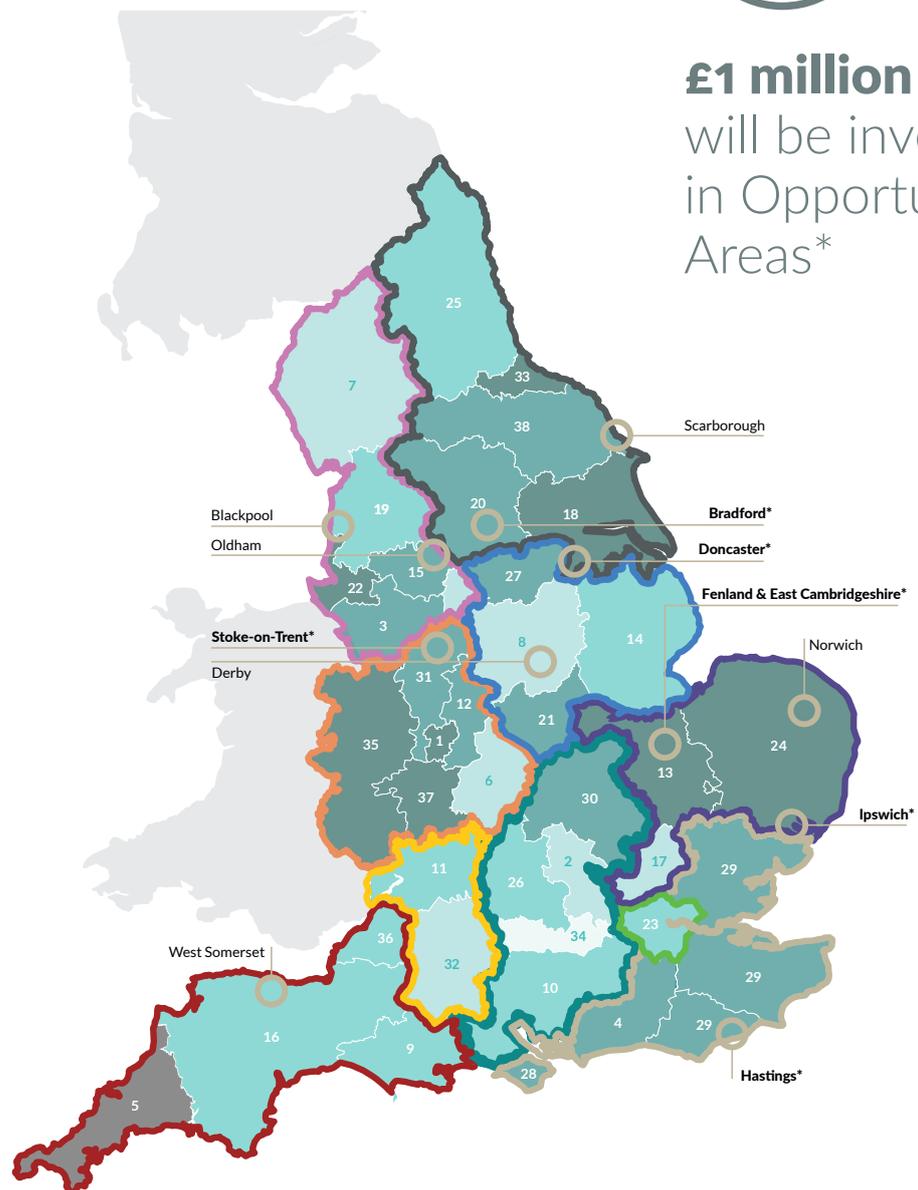
2.1 Encounters for young people – £1 million to support employer encounters for secondary school and college pupils in the Government’s Opportunity Areas

£1 million will be invested in the six additional Opportunity Areas which are: Bradford, Doncaster, Fenland & East Cambridgeshire, Hastings, Ipswich and Stoke-on-Trent (Figure 1). These areas were identified by the Government based on the Social Mobility Commission index and were labelled ‘social mobility coldspots’.

Figure 1:
Map of Opportunity Areas



£1 million
will be invested
in Opportunity
Areas*



* These are the six additional Opportunity Areas

Each of these areas is different and experiences unique issues and challenges, though in all of them young people who are eligible for free school meals are receiving a lower quality education and attaining less than the national average.

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

Our objective

To address poor social mobility and a lack of opportunity for young people in Opportunity Areas by providing quality careers interventions.

Target groups

All secondary school students in Opportunity Areas, including those in higher need groups. The six additional Opportunity Areas identified by the Department for Education are: Bradford, Doncaster, Fenland & East Cambridgeshire, Hastings, Ipswich and Stoke-on-Trent.

Activities supported

Any activities that develop employability and life skills helping young people to prepare for the world of work. Activities can include but are not limited to: work experience, workplace visits, volunteering, employability workshops, etc.

2.1.1 The Careers & Enterprise Catalogue - Key Features

We piloted a new approach in the first six Opportunity Areas, allowing schools to be directly involved in the commissioning of projects where schools choose and pay for evaluated provision through a virtual wallet. The fund was divided proportionately between secondary schools and colleges in each of the Opportunity Areas based on the number of pupils aged 11-18. We then created a Careers & Enterprise Catalogue (rate card¹⁰) by asking successful providers to nominate a unit cost for their services. Schools then selected a programme from the Careers & Enterprise Catalogue that best meets their needs, based on the results of their Compass Careers Benchmark Tool¹¹ or the detailed audit completed with their Enterprise Coordinator. Schools were supported by Enterprise Coordinators and Advisors to make best use of the funding. The £1 million fund is now invested in proven programmes that were part of the Careers & Enterprise Catalogues shared with schools.

10. 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.

11. 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://schoolshub.careersandenterprise.co.uk/login>

After receiving positive feedback from schools, Local Enterprise Partnerships (LEPs) and other partners about the rate cards pilot during Part A of the CEF 2016, the same approach will apply in the Opportunity Areas Fund, with **two main changes** influenced by the feedback of all parties involved.

- a. Firstly, in an effort to limit the pressure and time constraints that schools, colleges and LEPs often face, we have already started engaging with them to ensure that they have been given sufficient time to understand the process whilst securing their participation throughout the timespan of the fund.
- b. Secondly, during Part A of CEF 2016, Pupil Referral Units (PRUs) and/or schools with special educational needs and/or disabilities (SEND) students often found that their funding allocation did not allow them to purchase programmes aligned to their students' needs, or to tailor other programmes to those needs. Therefore, with the launch of the Opportunity Areas Fund, we will ensure that programmes which are directed at or can be tailored to the needs of SEND schools and PRUs are properly signposted.

We will assess each of the programmes in the Careers & Enterprise Catalogue to ensure they offer high quality and value for money.

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 December 2017 and specify the funding they can receive. This funding works like a voucher – when a school indicates their intention to purchase, The Careers & Enterprise Company makes the purchase on their behalf.

Schools and colleges will then 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 across Opportunity Areas. For example, a programme may cost £100 for one group, but if multiple schools across Opportunity Areas select the programme they could each access a reduced rate of £90.

Schools 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 benchmarks¹².

12. 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://schoolshub.careersandenterprise.co.uk/login>

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 LEPs 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, government departments, LEPs 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.

How can I get my programme listed in The Careers & Enterprise Catalogue?

If you have a programme operating in Bradford, Doncaster, Fenland & East Cambridgeshire, Hastings, Ipswich and Stoke-on-Trent, 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 Opportunity Areas. For example, if a discounted price is applied when 10 programmes are purchased, these programmes can be purchased by different schools across Opportunity Areas. We encourage you to include price bands where possible, in order to increase the competitiveness of your offer.

What funding is available for careers interventions?

Schools and colleges in the Opportunity Areas operating with young people aged 11-18 will be allocated a share of the £1 million on a per pupil basis to purchase careers interventions included in the Company's Careers & Enterprise Catalogue.

Depending on what schools and colleges choose, the exact spend per pupil 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 pupils which means that not all pupils will participate in programmes. Therefore, the amount of funding organisations receive from the Opportunity Areas Fund will depend on schools' needs and purchasing decisions - for example, programmes selected by many schools will receive more funding than those which are not. 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 Opportunity Areas, but to ensure each organisation has a guaranteed level of delivery, we will only fund a small number of providers in each area. The Application Guidance Document sets out an example of a Careers & Enterprise Catalogue and a provider flyer used in Part A of CEF 2016.

What funding is available to schools?

Schools in the Opportunity Areas will be allocated funding to improve their activities in line with the Compass Careers Benchmark Tool.

How would the funding approach work?

The Company will offer funding for schools to purchase from the Catalogue during the funding period (March 2018 - August 2019). The actual money will remain with the Company, so the offer is like a voucher. When the school indicates its intention to purchase, the 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 Company's funding. Any unspent or recovered funds will be returned to the investor.

Funding for schools

Schools will be allocated a share of the £1 million on a per pupil basis, and the funding available may be weighted according to need. If you have been identified as a school in an Opportunity Area, the Company will contact you directly to confirm the funding amount that we will be making available. Schools are encouraged to complete a Compass self-assessment as soon as possible as this will help schools identify areas that funding may complement existing activity. Schools will be able to begin identifying programmes from March 2018 and delivery will begin by the end of September 2018.

The indicative funding available, on the basis of the number of Year 7-13 pupils in secondary schools and colleges in each area, is set out below:

Opportunity Area	Approximate pupil numbers	Indicative funding
Bradford	31,500	£358,400
Doncaster	19,500	£221,800
Fenland & East Cambridgeshire	9,500	£108,100
Hastings	4,400	£50,100
Ipswich	8,800	£100,100
Stoke-on-Trent	14,200	£161,500

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 can download the application forms from our website (www.careersandenterprise.co.uk).

Applicants must submit their application by **3pm on 8 December 2017**. 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 Wednesday 6 December 2017**.

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

Organisations who have been shortlisted will be informed by 12 January 2018. Shortlisted applicants will be required to submit further due diligence information by 19 January 2018 and will be expected to attend a meeting with representatives of the Company between 22 January and 2 February 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 Company is expecting to notify successful applicants on 2 March 2018.

3.2 Eligibility criteria

Pre-screen to determine eligibility (self-assessed)

To decide your eligibility, please use the pre-screen questions before filling in the application form.

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 11-18¹³? Funded programmes can be part of a wider activity covering a broader age group, provided the funding is solely used to support young people at school or in Years 7 to 13.
- Is your organisation solvent?
- The minimum level of funding required to deliver your programme will not increase your organisation's turnover by more than 50 per cent.
- Are you planning to deliver your programme in at least one of the Government's six additional Opportunity Areas?
- Are you able to begin delivery in an Opportunity Area in the 2018/19 Academic Year?
- Is your programme established?
- Does your programme have a proven track record of making a positive impact?

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. Grant Recipients successful in CEF 2016, Part A are required to reapply for this funding round.

13. In line with the careers duty on schools and colleges, this includes all Year 13 students, 19 to 25-year-olds with a current Learning Difficulty Assessment in place under section 139a of the Learning and Skills Act 2000 or with an Education, Health and Care Plan in place under section 37 of the Children and Families Act 2014

3.3 Payment terms

The 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. For example, successful applicants can extract a set-up cost element from the unit cost and can be claimed as bulk in quarter one.

Funding for 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.

All payments to recipients 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. Contracts will be awarded for a period of 18 months, from March 2018 to August 2019.

3.4 Assessment process

The are three stages to the assessment process:



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 each Opportunity 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 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 Company's Board 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 12 January 2018. A more detailed timeline can be found in page 18.

3.4.2 Final assessment for shortlisted candidates

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

Following the interviews, assessments will be updated and presented to the relevant stakeholders for final feedback and comment. The Company will also conduct

further financial and institutional due diligence.

The Company's Board will review the highest-scoring applications from the shortlisting, final feedback from relevant stakeholders, 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 3.2)

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

Scaling up proven programmes in the Government's Opportunity Areas	
Minimum standard	
Initial application assessment criteria	
Compatibility with the objectives of the Fund	<p>Programme delivers careers and enterprise activity in the Opportunity Areas that provides 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>
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.</p> <p>The programme scores well on measures of success or satisfaction.</p> <p>The programme has an internal evaluation process 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 September 2018 in Opportunity Areas through relationships with schools employers and partners.</p>
Track record	
Evidence of the organisation's track record of delivery and previous funding activity	<p>The organisation provides a strong track record of bringing together employers/businesses and young people.</p>
Value for money	
Assessment of the effective cost of the programme per young person and the level of match funding secured	<p>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.</p>
Alignment to local priorities	
Assessment of alignment to local needs	<p>The organisation's proposed approach is in line with the objectives of the Opportunity Area (relevant details can be found on the fund's webpage).</p>

III. Final assessment for shortlisted candidates: assessment criteria

Shortlisted candidates will be invited to meet with representatives of the Company and stakeholders (where appropriate), at which point they will be evaluated along

the following key dimensions, together with additional validation of the information already collected at Stage II.

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 employers and resources.
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.

In addition, the Company may potentially consult with local and sector stakeholders, independent evaluators and relevant academics on applications.

Table 4: Timeline

Stage/activity	December	January	February	March	
	04 11 18 25 26	01 08 15 22 29	05 12 19 26	05 12 19 26	
Launch					
Publication of Prospectus	■	Key date: 31 Oct			
1. Pre-screen					
Clarification questions window	■	Key dates: 31 Oct - 06 Dec			
Bidder events	■	Key dates: 31 Oct - 05 Dec			
2. Initial application process for all candidates					
Deadline for bid submissions	■	Key date: 8 Dec			
Evaluation of bids		■	Key dates: 11 Dec - 09 Jan		
Shortlist announcement			■	Key date: 12 Jan	
3. Final assessment for shortlisted applications					
Deadline for additional information			■	Key date: 19 Jan	
Management interviews			■	Key dates: 22 Jan - 02 Feb	
Due diligence			■	Key dates: 22 Jan - 09 Feb	
Notification of awardees				■	Key date: 02 Mar
Next steps					
Contracting				■	Key date: From 12 Mar
Public announcement					■

4. What can successful projects expect from the Company?

A key aim of the Opportunity Area Fund is for the Company to actively support projects in a way that goes above and beyond monetary investment.

As a grant recipient you will be welcomed into our community from which you can access a range of support and advice, designed to help enable you to maximise your impact, from the following:

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 Company throughout the funding period and can help answer any queries or challenges relating to your delivery.

Enterprise Coordinators

Co-funded with Local Enterprise Partnerships, 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 EC's can give advice and support on forming a regional strategy to engage schools and employers.

Enterprise Advisers

Senior business volunteers, our Enterprise Advisers' (EAs) 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.

5. What does the Company expect from projects?

5.1 Monitoring reports

In relation to Section 3, the Company expects successful organisations to complete monitoring reports that provide information on their delivery in order for the Company to:

- build a dataset on delivery and pupil reach to track progress and evaluate impact
- collect data to create insight into the activities we are funding and support evaluation
- make 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.

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 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.

Appendix A

Checklist for applicants

Print this checklist to help you ensure that you have completed and submitted all mandatory aspects of the Opportunity Areas Fund application process

Read Prospectus	
Register your interest	
Attend events and/or webinars	
Check the priority slides of each Opportunity Area (please refer to our website)	
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	

Appendices

Appendix B

FAQs

1. How do I apply? What is the deadline?

You have to submit complete application forms via our website (www.careersandenterprise.co.uk). Applications close on **Friday 8 December at 3pm**.

Late applications will not be accepted.

2. 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

3. 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 Wednesday 6 December. Questions beyond this deadline will not be answered.

4. Are there any briefing events or webinars?

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

5. 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.

6. 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.

7. 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 Company will consider applications from individual organisations and from consortia with a clear lead organisation. Preference will be given to projects that offer joined-up local interventions tackling overlapping constraints on careers and enterprise activities.

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

This fund is an extension of Part A of CEF 2016 to provide a further £1 million to six additional Opportunity Areas.

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.

FAQs

9. Am I eligible to apply if I was not successful in CEF 2016??

We would encourage organisations that were not successful in Part A of CEF 2016 to only apply for the Opportunity Area Fund if their programme is substantively different or revised based on feedback.

10. What does the funding cover?

Please see Table 2 in Section 2 of the prospectus for more details.

11. How much funding can I receive?

Funding for programmes in the Opportunity Areas will be dependent on the level of interest from schools.

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

12. 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 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.

13. 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.

14. 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.

15. Will “in-kind” contributions be seen as a lesser contribution than “cash”?

The 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.

16. 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. The Company encourages organisations to set out the systems set up to track impact and the frequency and degree of evaluation undertaken. Successful organisations will be required to submit pupil and programme data on a quarterly basis.

17. Why has the Government chosen these particular Opportunity Areas?

In 2016, the Social Mobility Commission published an index showing which parts of the country have the lowest social mobility. The Government selected areas which currently have the greatest challenges and fewest opportunities based on this index combined with the school standards/capacity to improve data.

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

In our previous fund (Careers & Enterprise Fund 2016), 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. and an example of a Catalogue and provider flyer in the Application Guidance Document.

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 our website.
- ii) Each Opportunity Area has set out their local priorities. Please access those via the main investment webpage: www.careersandenterprise.co.uk/investment
- iii) 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
- iv) Our **State of the Nation** report highlights the need to build schools' capacity to deliver high quality careers provision. This report provides the most comprehensive picture of schools' careers and enterprise provision ever collected - describing the careers and enterprise provision in secondary schools in England in the 2016/17 academic year. You can access it via the following link: <https://www.careersandenterprise.co.uk/sites/default/files/uploaded/careers-enterprise-compass-state-of-the-nation.pdf>

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