



Joining the Dots

# 2017 ANNUAL ROUND-UP

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We are working with our partners to radically reshape the careers and enterprise landscape to help inspire and prepare young people for the fast-changing world of work.

BUILDING LOCAL NETWORKS



1,700

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



60%

60% of Enterprise Advisers at CEO or senior manager level



x3

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

140,000

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

BACKING PROVEN IDEAS



250,000

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



170,000

170,000 new encounters with STEM employers



£15m

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



75%

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

# OUR COLLECTIVE IMPACT

Dear friends,

This is the moment for a radical and sustained reshape of the careers and enterprise system.

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

Executing against this modern and dynamic blueprint cannot be done in isolation. It requires thousands of people from schools, colleges, employers and careers and enterprise providers working together – it requires a movement.

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

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

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

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

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

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

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

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

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



Claudia Harris  
Chief Executive  
The Careers & Enterprise Company



# FOREWORD FROM OUR APPRENTICE

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

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

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

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

Ahmed Almusawy  
Apprentice at the Careers & Enterprise Company



Credit: Team London



# YOUNG PEOPLE NEED ENCOUNTERS, INFORMATION AND A PLAN

“  
**Professor Sir John Holman,**  
*Senior Education Adviser to the Gatsby Foundation:*  
*We know what good career guidance looks like: it is defined by the 8 Gatsby benchmarks and measured by the Compass audit tool. The challenge now is to make it happen in every school or college and the Careers & Enterprise Company has the drive and capacity to do that.*  
”

Research by The Gatsby Foundation has identified 3 core pillars of support young people need to transition into the world of work.

These include encounters with employers which bring the world of work to life, information about the jobs market and a plan tailored to an individual's strengths and passions.

At the Careers & Enterprise Company, we are committed to working with others to create a network that delivers these encounters and helps schools and colleges build careers and enterprise aligned with this best practice.

**The research lays out a clear blueprint<sup>1</sup>**

Young people need:

- 1. Encounters**  
with employers, with workplaces and with further and higher education
- 2. Information**  
about jobs and how the curriculum connects to careers
- 3. A plan**  
tailored to individual needs and supported by guidance

“  
**Anne Spackman,**  
*Chief Executive, Career Ready:*  
*Thanks to the Careers & Enterprise Company 13,000 teenagers in 39 schools and colleges in Thurrock, Southend and Essex are hearing about jobs, apprenticeships and how to behave at work from local people who speak from real experience.*  
”

## FOUR OR MORE ENCOUNTERS

Young adults who have 4 or more encounters with employers while at school are 86% less likely to be NEET<sup>2</sup>

They are also likely to earn around 18% more during their career<sup>3</sup>

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



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

“  
Asking a young person to imagine a career is like asking them to imagine a colour that they have not seen. It is very difficult without real world experience.<sup>4</sup>  
”

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



# A PROBLEM OF COORDINATION

“

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

”

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

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

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

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

We exist to help solve this problem.

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

## TODAY'S JOB MARKET

There are jobs but young people are struggling to get them. Youth unemployment stands at more than 560,000<sup>1</sup>. This is despite the fact there are 750,000 vacancies, around a quarter of which are skills-shortage related.

£45billion

The cost of high youth unemployment to the British economy per year<sup>2</sup>

3x

The proportion by which youth unemployment is higher than overall unemployment<sup>3</sup>

<sup>1</sup>ONS 2016  
<sup>2</sup>PWC Young Workers Index 2016  
<sup>3</sup>ONS 2016



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

“

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

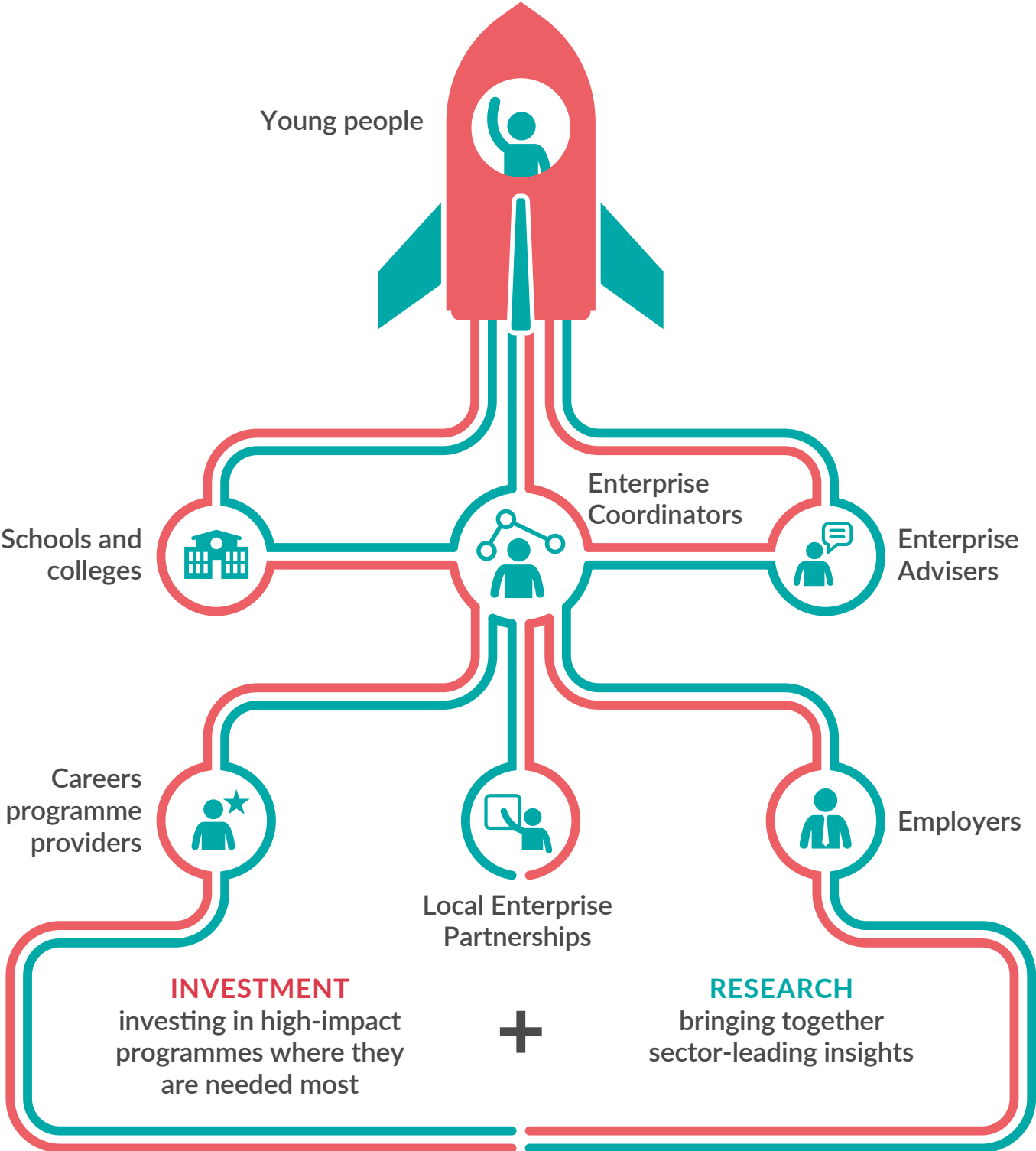
”

# OUR ROLE

## FUELLING YOUNG PEOPLE'S FUTURES

Our role is to be the national network that connects schools and colleges, employers and careers programme providers to create high-impact careers opportunities for young people.

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





# OUR FOUR PILLARS OF WORK

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

”

1

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

2

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

3

**BACKING PROVEN IDEAS:**  
OUR INVESTMENT FUNDS  
Our money helps the best ideas spread quickly. Our grants provide initial funding that sustainably take proven programmes into areas of need, rapidly increasing the best provision where it will have the most impact. We use these programmes to develop best practice and leverage additional investment into the system, with over £15million in external funding secured to date.

4

**SUPPORTING CAREERS AND ENTERPRISE WITH TECHNOLOGY:**  
OUR DIGITAL PROGRAMME  
In an increasingly digital world, it's important that we harness technology to support young people into work. We are developing a digital infrastructure to support young people into the world of work and to help schools and colleges to optimise their careers and enterprise provision.

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

”



Credit: Team London





# 1. BUILDING LOCAL NETWORKS:

## OUR ENTERPRISE ADVISER NETWORK

“  
**Russell Hobby,**  
General Secretary, NAHT:  
Careers education helps young people make the right choices for their future. The good news is that schools are not alone here - there are plenty of employers, charities and organisations ready and willing to help. The Careers & Enterprise Company's Enterprise Adviser Network can help schools access these resources and join these dots. It is well worth signing up.

”

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

The network is made up of Enterprise Coordinators who we co-fund with Local Enterprise Partnerships. Enterprise Coordinators are trained professionals who work with schools and colleges to build careers and employer engagement plans.

Each school and college is supported by an Enterprise Adviser – a senior volunteer from business – who helps unlock relationships with other local businesses and provides strategic counsel to the headteacher or college principal.



### GOALS OF THE NETWORK

- MORE ENCOUNTERS**  
At least 4 employer and workplace encounters for young people.
- START YOUNGER**  
Ensure careers education begins at year 7.
- FOLLOW THE IMPACT**  
Incorporate the evidence of 'what works' to guide strategic careers planning in schools and colleges (mentoring, enterprise competitions and work-related learning).
- MAKE IT LAST**  
Embed in the curriculum and celebrate an ethos that places careers and enterprise opportunities at the heart of the school or college.

**Simon Francis,**  
Enterprise Adviser at Sir John Hunt Community School in Plymouth and Senior Partner at Capita  
“What's great is that the school and I are learning together. I don't have expertise in education but I know the construction industry inside out as well as the skills that employers want. I've opened up my contacts book to help build a network in sectors the school previously struggled with, making introductions to about 20 business leaders who can support careers activity.”

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

“  
**Melanie Richards,**  
Vice Chair and Board Member, KPMG UK:  
The Careers & Enterprise Company has established a powerful network to help strengthen the link between education and employment and ensure geography does not dictate access to opportunity. We are especially proud of our staff who volunteer as Enterprise Advisers, working with schools and colleges to establish and grow local business relationships that offer students effective careers support and the opportunity to gain valuable experience with employers.

”

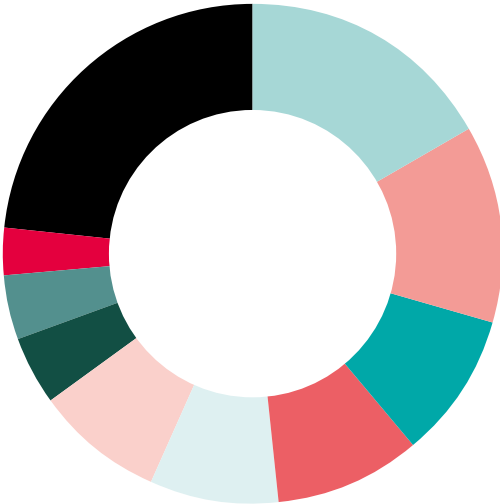
### Enterprise Advisers come from businesses small and large

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

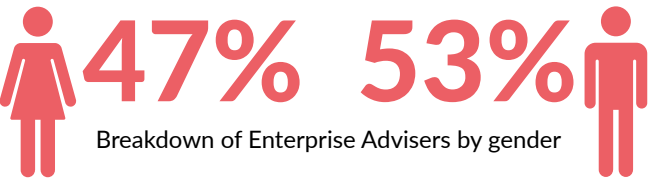


### The top sectors for Enterprise Advisers

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



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



# 2. FINDING OUT WHAT WORKS:

## OUR RESEARCH PROGRAMME

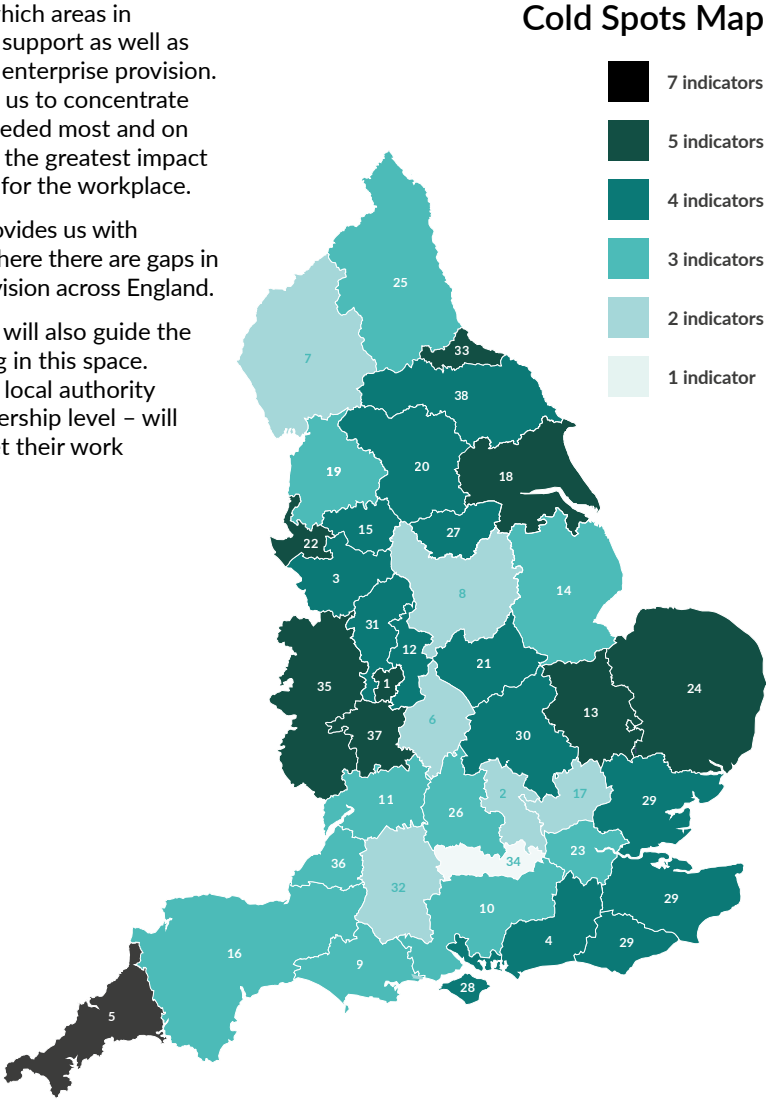
“  
**Amanda Mackenzie,**  
*CEO, Business in the Community (BITC):*  
*Through BITC, The Prince's Responsible Business Network, we are able to bring businesses into schools to inspire young people, raise their aspirations and offer high quality contact with employers. Our partnership with the Careers & Enterprise Company has meant we have been able to help thousands more young people from every type of background.*  
”

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

Our Cold Spots analysis provides us with important insights about where there are gaps in careers and enterprise provision across England.

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

Cold Spots Indicators	
Barriers	% known to be eligible for and claiming free school meals (FSM)
High levels of engagement between business and schools	% employer establishments who had someone doing work experience
	% employer establishments who offered any work inspiration
Opportunity informed decision making	% A levels entered that are STEM (Maths and 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 and Mathematics GCSEs
Positive outcomes (labour market)	16 and 17-year olds who are not in education, employment or training (NEET)
	Preparedness for work of 16-year-old school leavers (poorly/very poorly prepared)
	Preparedness for work of 17 and 18-year-olds recruited to first job from school (poorly/very poorly prepared)



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

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

### MOMENTS OF CHOICE

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

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

### THE RESEARCH SHOWED YOUNG PEOPLE WANT

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

### OUR OTHER RESEARCH

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

**What Works in Careers and Enterprise?** – this research deepens our understanding of the best ways to support young people with careers and enterprise provision.

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

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





# 3. BACKING PROVEN IDEAS: OUR INVESTMENT FUNDS

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

”

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

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

## HeadStart

HeadStart is an award-winning programme which supports young people to gain critical character traits and skills through volunteering, whilst connecting them with their local community to create a more integrated society.

It inspires and prepares young people aged 16-18 for their transition to adulthood by challenging and supporting them to commit 16 or more hours of volunteering. In return, young people can access skills workshops and a guaranteed interview for a paid role with one of our corporate partners.

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



Deborah and Dorcas Kabongo  
Credit: The Diana Award

## The Diana Award

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

Through this programme, they identified their passion to take action against the involvement of girls in gangs in their local community.

They initiated a campaign to raise awareness of the alternative routes girls can take to avoid becoming involved in a gang.

They worked with their mentor to look at career opportunities and identify their career goals to become a business owner and barrister.

## CAREERS & ENTERPRISE FUND

- almost £10million invested in 100+ proven careers and enterprise programmes
- plus more than £11million in matched funding
- 75% invested in 'cold spot' – areas most in need of support
- 400,000 young people to benefit

## MENTORING FUND

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

## SUPPORTING OUR FUND BENEFICIARIES

We have launched a new community fund group to support the organisations we help fund.

The community, made up of our fund beneficiaries, provides a space in which members can test ideas and learn best practice based on shared knowledge and influential research.

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

Supporting our Careers & Enterprise Fund 2016 with an additional £1million, the research will test whether programmes such as work experience and community volunteering are the best ways to deliver good careers education to young people.

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



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

”

## BRINGING FURTHER RESOURCE INTO THE SYSTEM

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

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

	Careers & Enterprise Fund 2015	Mentoring Fund	Careers & Enterprise Fund 2016	Total
Programmes funded	35	39	51	124
Funding allocated	£6m	£4m	£4m	£14m
Match funding	£5m	£2m	£4m	£11m



# 4. SUPPORTING CAREERS AND ENTERPRISE WITH TECHNOLOGY:

## OUR DIGITAL PROGRAMME

“

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

”

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

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



We have partnered with the Gatsby Foundation to create and launch Compass, a new free online tool to help schools to measure the effectiveness of their careers and enterprise programmes against the Gatsby Benchmarks.

500 schools have signed up so far.

The tool is supported by Teach First, the National Association of Head Teachers, the Association of School and College Leaders and the Career Development Institute.

Schools can access Compass by visiting [www.compass-careers.org.uk](http://www.compass-careers.org.uk)

### PASSPORT

We are creating a new 'passport' for young people, led by Lord Young.

It will enable young people to demonstrate their skills and promote their volunteering and other extra-curricular activities to potential employers, underpinned by technology.

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



Business in the Community event at Smestow School, Wolverhampton, 21 March 2017

# CONTRIBUTING TO SOCIAL MOBILITY IN THE OPPORTUNITY AREAS

“

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

”

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

We are working to rapidly increase the support of careers and enterprise provision in these areas.

In each Opportunity Area we will ensure that:

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

To facilitate this, we will be delivering:

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

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



WorldSkills UK's Choices Art & Design competition, Manchester, 29 March 2017





# JOINING THE DOTS ANNUAL CONFERENCE 2017

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

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

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

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



Conference delegate



Claudia Harris, Chief Executive of the Careers & Enterprise Company, Josh Hardie, Deputy Director-General for Policy and Campaigns, CBI and Carl Ward, incoming President of the Association of School and College Leaders



Hundreds of delegates attended the conference



Christine Hodgson, Chair of the Careers & Enterprise Company



Delegates arrive at the conference



Oliver Green and Max Stevenson from Rotherham College volunteered on the day to support the conference



RAF apprentices



Beth Tweddle MBE, British Olympic medal-winning gymnast



Elijah Sumner, WorldSkills UK Ambassador



Lord Young, Deputy Chair of the Careers & Enterprise Company with students Laura Schofield, Kelsey Parker and Manvir Sidhu



Careers & Enterprise Company apprentice Ahmed Almusawy with students Richie Moorton-Elderton, Tajean Lewis, Tukeer Hussain and Alina Ali



Delegates take advantage of the venue's sporting facilities



Conference delegate





#GirlTechLCR event, March 2017  
Credit: Ahead Partnership

## OUR NEXT STEPS

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

1

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

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

2

### Deepen our digital programme

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

3

### Launch the 'Passport'

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

4

### Build the case for capacity in schools and colleges

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

5

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

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



# OUR PARTNERS

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

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

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

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

Our Ambassadors:

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

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

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

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

We are delighted that as we move to the next stage of our journey, we will also have an Employer Advisory Group and Youth Advisory Group, along with a number of strategic partners. We know that together, we will be able to do even more to create opportunities for young people across the country.

Careers & Enterprise Fund 2015

**Ahead Partnership Ltd** provides a mixture of social action, enterprise competitions, transitional skills and career panel activities

**Bridge to Work at Loughborough College** provides flexible job skills and coaching courses to help students kick-start their career

**Business in the Community and Career Ready** deliver employer visits and workshops to 3,300 students in Thurrock, Southend and Ipswich

**Career Connect** provides career advice and work inspiration for young people in hard-to-reach schools

**Cogent Skills** inspires young people to pursue science careers using Industry Ambassadors and bespoke resources

**EBP West Berkshire** demonstrates the benefits of apprenticeships to young people and employers

**Engineering Development Trust** raises awareness of local STEM jobs for young people through its Industrial Cadets programme

**EngineeringUK** helps young people understand the diverse careers available in engineering

**Envision** develops employability through community action

**Founders4Schools** trains teachers and monitors the increase in the number of STEM graduates

**Future First Alumni Ltd** develops alumni communities to inspire and motivate current students

**Futureversity** raises aspirations and develops key capabilities in young people through holiday courses and volunteer schemes

**Global Generation** prepares young people for work through training and real-world encounters with employers in the King's Cross estate

**Greenpower Education Trust** supports 33 teams of students who design, build and race electric kit cars

**Groundwork UK** runs Enterprise Camp for unemployed young people, developing skills and engaging employers

**IntoUniversity** develops students' awareness of careers through contact with employers

**Outwood Grange Academies Trust** establishes Employability Centres that foster employer engagement pledges and alumni involvement

**Skills East Sussex** makes young people aware of the world of work, improving work readiness and boosting apprenticeship uptake

**Solutions for the Planet** challenges pupils to find a business solution to sustainability issues

**St Helens Chamber** runs 115 innovative and interactive careers fairs featuring hands-on opportunities

**The Access Project** connects volunteer tutors with students from disadvantaged backgrounds to help them attend top universities

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

**The EBP** utilises employer connections to develop and prepare young people for work

**The Ideas Foundation** provides inspiring encounters with ad and design agencies

**The Key** merges two successful programmes to fill gaps in career and employment provision

**The Manufacturing Institute** supports teams of teenagers to compete in exciting and informative school-based manufacturing challenges

**The Springboard Charity** showcases the careers available in hospitality, leisure and tourism

**ThinkForward** provides work readiness coaching for disengaged young people

**TwentyTwenty** runs 26-week courses designed to help hard-to-reach 15-18 year-old NEETs develop work skills

**Volunteer it Yourself (VIY)** helps school leavers learn DIY and building skills whilst improving their community

**WorldSkills UK** informs students about what's needed to excel at work

**York Cares** helps vulnerable young people sample work environments through visits, workshops & placements

**Your Life** delivers memorable workplace visits revealing first-hand the amazing careers available through studying STEM

Careers & Enterprise Fund 2016

**Ahead Partnership Ltd** provides a mixture of social action, enterprise competitions, transitional skills and career panel activities

**Barnsley Healthcare Federation (BHF) CIC** appoints students with a Business Mentor and access to employers through their programme, Made in Barnsley

**Business in the Community and Career Ready** deliver employer visits and workshops to students in Ipswich

**Career Ready** delivers employer visits and workshops to students in the South East

**City Year UK** provides a unique blend of volunteering, transitional skills and employer engagement

**Class of Your Own Ltd** assists students, parents and teachers to understand the range of opportunities in construction

**Cogent Skills** delivers a programme of employer-led Enterprise Activity Events, Enterprising Science Challenge and transition skills development days

**Cornwall College** provides a programme giving students insight into the range of digital careers available

**CSW Group Limited: West Somerset** helps students to explore a range of learning/employment opportunities, including enterprise and work experience opportunities in STEM

**Darlington Borough Council** delivers multiple employer encounters focusing on enterprise, transitional skills and work experience

**Debate Mate Ltd** launches debate clubs for students and teachers who will compete against other teams

**Derby City Council: Derby** offers the Enterprise for Education (E4E) programme, which includes mock interviews, CV workshops, careers talks and mentoring

**Derbyshire Education Business Partnership Ltd: Derby** provides support from an Employability Worker to develop students' skills to assist sustainable positive progression

**DFN Charitable Foundation** with ThinkForward, helps students to develop the knowledge, skills and mindsets needed to gain and sustain employment

**EBP Kent** helps students establish a company - coming up with an idea for a product or service, working through from conception to final presentation

**Education Business Partnership (NW) Ltd: Blackpool** provides a variety of programmes to students supporting career education, world of work transition skills and work experience

**EBP South Ltd** students undertake a range of interactive tasks to develop confidence, communication and presentation skills

**Engineering Development Trust** provides a range of accredited STEM enrichment activities to students through its Industrial Cadets programme

**Engineering Development Trust: Blackpool, Derby, Oldham, Norwich, Scarborough,** provides young learners with exciting and enriching hands-on activity days within the school/college environment through First Edition STEM Days

**EngineeringUK: Norwich** provides inspiring and effective employer-led science, technology, engineering and maths (STEM) related outreach activities

**Envision** provides proven Community Apprentice Programme for year 12 students

**Form the Future C.I.C.** provides a programme made up of enterprise activities, transition skills, development and support for work experience

**Future First: Blackpool, Derby, Oldham, Norwich, Scarborough, West Somerset** helps each state secondary school or college involved to build an alumni network by providing the necessary infrastructure, expertise and training

**Future Proof Consulting Solutions C.I.C.** engages with local sports clubs and facilitates a six-week Crack It! Session in schools with a focus on sport and design

**Global Generation** provides a mixture of activities focused on youth leadership, school enterprise, work experience and supported learning

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**Greenpower Education Trust** project Shuman enables young people to take part in an inspirational STEM and workplace skill enterprise activity

**Groundwork Greater Nottingham: Derby** offers the 'Think You Know Work?' employer interaction programme featuring a number of activities, including a marketplace launch event

**Hull City Council** provides an integrated enterprise education programme over 18 months linked to the Big 13 Enterprise Skills

**Learn By Design / By Design Group: Derby** offers its iRail programme which includes a rail industry enterprise/ careers activity workshop, enterprise competition and a sponsored event

**Leonard Cheshire Disability** delivers its ChangeNow project over 16 months to young people with special education needs and disabilities

**Mahdlo (Oldham Youth Zone): Oldham** offers business networking breakfasts for young people from Oldham

**Medway Youth Trust** delivers a STEM careers package to support schools, colleges and young people, including real-time webinars and 1-2-1 interventions

**National Literacy Trust** delivers its Words for Work employability programme in National Literacy

**Norfolk County Council: Norwich** provides its Norfolk Employability For All programme, offering work experience to young people at risk of becoming NEET

**NYBEP Ltd: Scarborough** provides a range of activities from modular careers and enterprise activities through their Successful Futures programme

**OnSide Youth Zones: Oldham** offers an enterprise and employability programme - 'Aspiring Futures', which focuses on transferable skills and work experience

**Spiral Skills C.I.C.** delivers 14 pre-apprenticeship programmes, focused on employability skills, mentoring and application support

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**Stoke City Community Trust** delivers a programme of Enterprise Education with an induction and celebration lesson taking place at Stoke City Football Club

**TeenTech C.I.C. Derby, Oldham, Scarborough:** increases the reach of the national TeenTech Awards programme, providing an industry STEM volunteer to each school

**The EBP** provides its one-year career and enterprise programme, Rooted and Ready

**The Oxford Trust / Science Oxford** provides a programme of in-school STEM career days and employer-based STEM work experience opportunities

**The Prince's Trust** host an Achieve club and undertake various enterprise, work and citizenship projects and activities

**The Springboard Charity: Blackpool** offers the FutureChef Programme which provides access to educational resources, enterprise activities and competitions

**The White Room Consultancy Ltd** students develop a digital business idea to a paper prototype and filmed pitch

**ThinkForward** supports students through the Ready for Work programme to develop knowledge, skills and mindsets

**URPotential C.I.C. Blackpool** provides a supported volunteer programme where students' needs are assessed before being matched to a volunteer role

**Volunteer It Yourself C.I.C. Blackpool** offers the chance for young people to learn about skills and job pathways in the building and construction sector, while volunteering in the community

**Worcestershire County Council** simplifies the apprenticeship message for schools and provides them with a range of services to help their students

**Worcestershire Training Provider association C.I.C.** provides information sessions, classroom based workshops, industry visit days and industry mentors, with a focus on apprenticeships

**YCH / Hertfordshire County Council** provides structured work experience opportunities with preparation and reflection built in

**Young Enterprise: Blackpool, Derby, Oldham, Norwich, Scarborough, West Somerset** offers a variety of programmes including Learn to Earn, Tenner Plus and a Company/Team programme



Mentoring Fund 2016

**Adviza Partnership** runs Captain of My Ship, which provides 18 sessions of group and 1-1 employer-led mentoring

**Ansbury Guidance** provides an all-age service across Dorset to help young people and adults achieve their career goals through the provision of quality information, advice and guidance

**Ark School** provides a one-year mentoring programme pairing students with a local employer mentor

**Career Ready** prepares young people for work through a programme delivered by employer volunteers

**Connect Education and Business** offers young people in years 8-10 from disadvantaged backgrounds and challenged localities a STEM industry based mentor for a period of at least 6 months

**CSW Group Limited** provides a group employer mentoring programme for year 8-10 students

**Dame Kelly Holmes Trust** provides 'On Track to Achieve' works with athlete mentors and targets disadvantaged students in year 10

**Develop** offers its mentoring programme to year 9 -10 students in schools where there is a clear evidence of need and / or are areas of highest deprivation on the Index of Multiple Deprivation (2015)

**East London Business Alliance (ELBA)** matches students to city business volunteers to support with planning their future career and skills for the world of work

**EBP South Ltd** Activate Mentoring supports young people to develop confidence and be better prepared for their future by connecting them with a mentor from the world of work

**EDT** inspires the next generation of STEM professionals via industry-mentored projects

**Education Business Partnership (NW) Ltd** provides a 22-week, 1-1 and group mentoring programme to year 10 students

**Envision** embeds mentoring in a wider practical learning experience which supports young people to develop their own social action projects

**GFirst LEP** works with Gloucestershire's jobseekers, businesses and schools, supporting local people with their careers and employability

**Help Me I'm A Medic** empowers and supports people from all social backgrounds to fulfil their dreams of working in health

**Hertfordshire County Council** delivers 1-to-1, face-to-face mentoring programme

**Inspira** provides its 40-week employer mentoring programme to year 8-10 students

**Mentor Link** provides 1-1 support to children in schools with the aim of improving their self-esteem and engagement in learning

**OnSide Youth Zones** offers young people somewhere safe, inspiring and affordable to spend their leisure time

**Opportunity Peterborough** is part of Opportunity Peterborough's economic development portfolio and provides a brokerage service between businesses and schools

**ReachOut** changes lives through 1-1 mentoring, helping young people develop academic skills, good character and raising their aspirations

**RTC North Ltd** provides a 30-week 1-1 mentoring programme to students in years 8 to 10

**Salford Foundation** provides a group mentoring programme for students in years 8 and 9

**SATRO** provides an academic year-long, fully supported, employer volunteer mentoring programme to year 8-10 students who are disengaged or at risk of becoming disengaged in secondary schools

**Sefton Education Business Partnership** with partners, provides a 35-week Business Mentor Programme to year 8 students, delivered across an academic year

**Southend-on-Sea Borough Council** The 60 Minute Mentor programme works towards ensuring all young people in South Essex have access to an inspirational role model

**Talentino Ltd** provides a 26-week group employer mentoring programme to KS4 and post-16 students in special schools and colleges

**The Brightside Trust** provides a 24-week programme to year 9 students in schools made up of group and 1-1 mentoring

**The Diana Award** provides a 24-week group employer-mentoring programme to year 8-10 students in secondary schools

**The EBP** Mission Mentor targets looked after children in years 8-10

**The Prince's Trust** Mosaic helps young people from the most disadvantaged communities fulfil their potential

**ThinkForward** Business Mentoring programme matches young people with employer mentors from local businesses

**TwentyTwenty** provides its 52-week, 1-1 employer focused mentoring programme to year 8-10 students in high schools

**Volunteer It Yourself (VIY)** matches year 8-10 students deemed at risk of disengagement with local professional tradespeople through a mix of classroom activities and out-of-school/ on-the-job volunteering opportunities and work experiences

**Warrington Borough Council** provides a 1-1 employer mentoring programme to young people who are in state education, in years 8, 9 and 10, who are at risk of disengagement or under-performing

**West of England Mentoring** provides group mentoring programme for year 8-10 students in secondary schools

**Young Enterprise** provides a Learner Development Journey to young people consisting of a Day Programme, followed by a Company Programme

**Young Ladies Club** focuses on raising up the next generation of millennial ladies to be confident in their purpose and unleash their maximum potential

**Youth at Risk** delivers rigorous personal development and coaching: raising aspirations and supporting young people to fulfil their potential

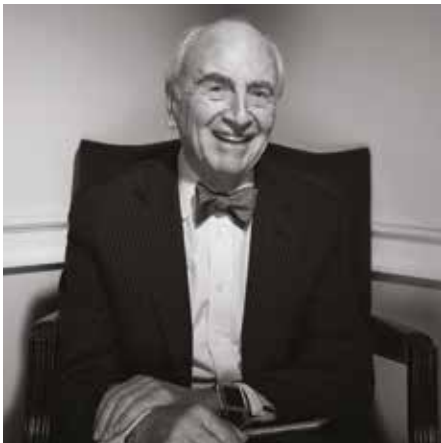


# OUR BOARD



**Christine Hodgson** (Chair)

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



**Lord Young** (Deputy Chair)

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



**Steve Holliday** (Deputy Chair)

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



**Brian Lightman**

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



**Dame Julia Cleverdon** DCVO, CBE

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



**Claudia Harris** (Chief Executive)

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



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







