

**MAYOR OF LONDON**

# **The Mayor's European Social Fund (ESF) 2019- 2023 Programme**

Volume 2, Annex 11 – Specification

Lot 11: Careers Clusters



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**Greater London Authority  
December 2018**

Published by  
Greater London Authority  
City Hall  
The Queen's Walk  
More London  
London SE1 2AA  
**[www.london.gov.uk](http://www.london.gov.uk)**

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# 1. Project Specification – Careers Clusters<sup>1</sup>

## 1.1 Project Overview

This £4 million programme will build upon the experience and success of the 12 existing Careers Clusters in London. It aims to improve the labour market relevance and responsiveness of London's Careers Education, Information, Advice and Guidance (CEIAG) to employers' needs and to better equip young Londoners for the world of work. It will work with and facilitate sustainable relationships between local schools/colleges and employers/Higher Education Institutions (HE) to support the work readiness of pupil groups – particularly those with higher levels of need – and reduce the proportions who are NEET or fall short of fulfilling their potential in the transition from school to work or higher education. This Project will run for three academic years from August 2019 to July 2022.

- Key activities: The establishment of ten Careers Clusters, each supporting a minimum of ten eligible secondary schools and colleges. At least one Careers Cluster will have a focus on improving careers provision for pupils with Special Educational Needs and Disabilities (SEND). Each Careers Cluster will produce a needs analysis; pilot employer or HE activities for pupils<sup>2</sup> support schools and teachers in understanding and using Labour Market Intelligence (LMI); secure work placements and internships for pupils; and produce an employer endorsed careers strategy.
- Target Groups: London secondary schools, Sixth Form Colleges, Further Education Colleges, HE and employers. Additional criteria apply to schools and FE to ensure the Project reaches those in most need of support.
- Funding: £4 million
- Number of Projects supported: Ten contracts will be awarded for £400,000 each
- Geographical focus: Pan-London. A maximum of two Careers Clusters in any one London Borough.
- Main outputs and results for the Careers Cluster programme:
  - To support a minimum of 180 HEIs/employers to complete 26-week pilots with Careers Cluster schools and colleges
  - To support a minimum of 5,000 pupils aged 19 or under to complete work placements/internships

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<sup>1</sup> To be read in conjunction with the Mayor's ESF 2019-23 Programme Specification

<sup>2</sup> <http://www.gatsby.org.uk/education/focus-areas/good-career-guidance>

- To support a minimum of 220 micro, small or medium sized employers<sup>3</sup> through the Careers Cluster Projects or activities (e.g. pilots or work placements/internships)

## 1.2 Background

This Project will build upon the experience and success of the 12 existing Careers Clusters in London funded through ESF until March 2019. The landscape for CEIAG in schools has changed considerably since the existing Careers Clusters were launched however, there is still a need to improve significantly the labour market relevance of provision in London.

The Department for Education's Careers Strategy published in 2017<sup>4</sup> acknowledges that right across the country the quality of careers provision between schools remains variable, with students from disadvantaged groups the most likely to miss out on vital support. It states that 'Excellent careers guidance makes sure there is equality of opportunity. It unlocks potential and transforms outcomes for people of all ages. Evidence suggests that effective and impartial careers provision is particularly important for students from working class backgrounds. Yet students from disadvantaged groups, and those who are unsure of their aspirations, have been shown to be the least likely to receive careers guidance'.

Previous research by Ofsted agrees that careers provision is highly variable from school to school and that opportunities for pupils to take part in meaningful work-related learning or work experience are limited at key stage 4.<sup>5</sup>

The Careers & Enterprise Company has identified cold spots in provision within Greater London. Recent analysis of its Compass Tool<sup>6</sup> (which allows schools to self-assess their provision against the Gatsby Benchmarks<sup>7</sup>) showed that the average number of Gatsby Benchmarks achieved by schools in London is 2.0 whereas the national average is 2.1. This has improved from previous analysis, which showed London schools were lagging behind at an average of 1.82 Benchmarks. However, clearly there is still work to be done to ensure that the capital can equal provision elsewhere in the country.

London's job market is complex and high-skilled, making it particularly daunting for young people who lack appropriate skills and experience of the world of work. A survey

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<sup>3</sup> Businesses categorised as start-up, micro entities or SME have fewer than 250 employees in the UK (as recorded by the Employer Data Service or the Companies House registration) and have an annual turnover not exceeding EUR 50 million, and/or an annual balance sheet total not exceeding EUR 43 million. A micro entity has fewer than 10 employees, a small company fewer than 50, and a medium-sized enterprise up to 250.

<sup>4</sup> <https://www.gov.uk/government/publications/careers-strategy-making-the-most-of-everyones-skills-and-talents>

<sup>5</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/577236/Getting\\_ready\\_for\\_work.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/577236/Getting_ready_for_work.pdf)

<sup>6</sup> <https://compass.careersandenterprise.co.uk/info>

<sup>7</sup> <http://www.gatsby.org.uk/education/focus-areas/good-career-guidance>

conducted by the charity “Education and Employers” found that young people who recalled having four or more instances of contact with an employer at school were 86% less likely to be NEET than those who had had no such involvement and would earn on average up to 22% more over their lifetime.<sup>8</sup> Although the proportion of young people in London who are NEET has fallen in recent years, nearly one in ten (83,000) 16 to 24-year olds in the city still fall into this category.<sup>9</sup>

Moreover, there is a clear need for more intensive support to be targeted at particular pupil groups. Analysis published by the DfE investigates how pupils entitled to Free School Meals (FSM) and those with Special Education Needs and Disabilities (SEND) compare to their peers in terms of going on to participate in the job market. Young people eligible for FSM when at school are 23% less likely than their peers to be in sustained employment at the age of 27. Young people with SEND are 25% less likely to be in sustained employment at the age of 27.<sup>10</sup>

While the new statutory guidance hopes to address inconsistencies in CEIAG, there remains a significant role for Careers Clusters to play in terms of addressing local weaknesses and helping to reduce the numbers of young people that end up NEET or not fulfilling their potential in the transition from school to further education, work or higher education.

The London Enterprise Advisers Network (LEAN) will support schools and colleges to meet the Gatsby Benchmarks 1, 5 and 6 but additional support and guidance is needed to ensure progress is made against these and the remaining Benchmarks. We know that Benchmark 2, ‘learning from career and labour market information’, remains an area of difficulty for many schools, spotlighting an immediate and significant gap which Careers Clusters must work closely with schools and Enterprise Advisers to fill.

The Careers Clusters programme recognises that whilst some London schools are equipped to provide high-quality CEIAG to their students and work effectively with the LEAN, others may need additional and more intensive support. Using the clusters network schools can work together to address specific weaknesses in the labour market relevance of their provision and target specific groups of students who are more likely to struggle in the transition to the world of work.

Findings from the interim evaluations of the existing Careers Clusters suggest that there has been positive engagement with the programme from employers and that pilot activity has helped to raise the profile of careers leads in schools. One of the clusters focuses

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<sup>8</sup> <https://www.educationandemployers.org/wp-content/uploads/2017/01/Contemporary-Transitions-30-01-2017.pdf>

<sup>9</sup> Figures and data were taken from London Datastore, 16-18 NEETS by borough, 16-24 NEETS by region, & borough: <https://data.london.gov.uk/dataset/young-people-not-employment-education-or-training-borough>

<sup>10</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/730977/FSM\\_and\\_SEND\\_outcomes-statistics.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/730977/FSM_and_SEND_outcomes-statistics.pdf)

specifically on supporting pupils with SEND, providing a useful model for a more targeted style of support.

The new Careers Clusters programme hopes to build on this success by offering more intensive support to schools and colleges with a higher level of need. In doing so it will supplement and bridge gaps identified in the universal support available through the LEAN and related provision.

The programme also seeks to emphasize the vital role that small and medium enterprises (SMEs) can play in CEIAG for local schools. Compared to larger organisations, many of whom have dedicated careers or work experience programmes, SMEs may struggle to engage with local schools and colleges. By brokering sustainable relationships between the two, the Careers Clusters hope to diversify the type and range of employers that pupils encounter, whilst also supporting SMEs to engage with and shape their future workforce. This relationship between SMEs and local schools may be particularly important depending on the geographical and/or sector focus of each cluster.

### 1.3 Objectives

The overall aim of this Project is to:

*Improve the labour market relevance and responsiveness of London's Careers Education, Information, Advice and Guidance (CEIAG) to employers' needs and to better equip young Londoners for the world of work.*

The objectives are to:

- Support school and colleges to effectively support the work readiness of young people and achieve:
  - All eight Gatsby Benchmarks
  - A reduction in the level of young people becoming NEET or fall short of fulfilling their potential in the transition from school to work or higher education
  - An increase in teachers' knowledge about the labour market and confidence in delivering careers support
  - An increase in pupils' knowledge and understanding of pathways into careers and further/higher education, with a particular focus on specialist pupil groups
  - An increase in the number and effectiveness of sustained links between schools/colleges and employers/HE
- Support employers and HE to engage with secondary schools and colleges and to develop Careers Cluster activities that most benefit pupils
- Increase the number of micro and SME businesses engaging with schools and colleges through the Careers Clusters

## 1.4 Project Specific Eligibility and Target Groups<sup>11</sup>

This programme will target:

- London secondary schools
- FE and Sixth Form Colleges
- HEIs
- Employers including micro or SMEs
- School, Sixth Form College and FE pupils from aged 11 to 19

### Definition / exclusions

To ensure the programme reaches those most in need of support schools and colleges benefiting from the Careers Clusters must meet at least one of the criteria below:

- The percentage of pupils entitled to Free School Meals is above the London average of 19%
- The percentage of pupils from minority ethnic backgrounds is above the London average of 70%
- The percentage of pupils with an identified special educational need or disability (SEND) is above the London average of 14%

Careers Clusters may also wish to consider whether schools and colleges have:

- Low numbers of pupils progressing to HE (e.g. 49% of London pupils who were age 15 in 2014/15 had progressed to HE by age 19)<sup>12</sup>
- High numbers of pupils becoming NEET (for example, local authority data suggests that, in 2017, 5.3% of 16 to 17-year-olds in London were NEET)<sup>13</sup>

Each Careers Cluster should have a minimum of ten members. At least one member must be a college.

Schools and colleges that were supported by the first phase Careers Clusters (ESF 2014-20) are not eligible.

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<sup>11</sup> Please also see the requirements outlined in section 2.4 of the ESF Programme Specification and relevant sections of the Eligibility & Evidence Handbook.

<sup>12</sup> <https://www.gov.uk/government/collections/widening-participation-in-higher-education>

<sup>13</sup> <https://www.gov.uk/government/publications/neet-data-by-local-authority-2012-16-to-18-year-olds-not-in-education-employment-or-training>



More details of the first phase Careers Clusters are available on the GLA website [www.london.gov.uk/careers-clusters](http://www.london.gov.uk/careers-clusters). A list of the schools and colleges that participated in this phase is also available.

The Project should aim to recruit, as a minimum, proportions of Participants from the Equality Groups set out below.

Equality Groups	Project target (%)
Female Participants	50%

Bidders must describe how they will identify, recruit and support eligible Participants from these groups, taking into account any particular barriers to participation.

## 1.5 Geography

All Careers Clusters must have a geographic focus and operate in a specific area of London. This could be cross-borough, borough-wide or an area within a borough. The rationale for selecting the Careers Cluster location will need to be clearly explained in your bid.

There will be a maximum of two Careers Clusters in any one London Borough.

Each Careers Cluster will be made up of a minimum of ten secondary schools and colleges. Each school and college can only be part of one Careers Cluster.

# 2. Service Requirements

## 2.1 Project Deliverables – Expected Stages

Each Careers Cluster must work at a whole-school level, driving systematic change to ensure that education and training is more relevant to the local labour market. It is recognised that extra work may need to be done to ensure that these systems support the most vulnerable pupil groups.

We need bidders to demonstrate how they will meet the needs of the pupils in their Careers Cluster. We anticipate that Careers Clusters will choose to focus on different pupil groups, sectors or education institutions. Bidders will need to provide the rationale for the focus of their Careers Cluster. For example a focus on:

- Type of education institution: e.g. special schools, Pupil Referral Units (PRUs) or Alternative Provision
- Pupil specialism: e.g. supporting a specific pupil group(s) which are identified as having a high level of need in terms of CEIAG. The Careers Cluster will work to ensure that specific strategies/activities are in place to support their chosen group(s). Examples of specific pupil groups are: pupils eligible for Free School Meals (FSM); low attaining pupil groups, or those making low level of progress (e.g. black Caribbean boys or white FSM eligible boys); Black Asian and Minority Ethnic (BAME) pupils; Children who are Looked After; pupils with no history of parental progression into HE; supporting girls into careers in Science Technology Engineering and Maths (STEM)
- A sector specialism: e.g. construction, STEM, hospitality, etc.

At the point of submitting the bid Careers Cluster leads must be able to name the ten schools and colleges they will be working with. A Partnership Declaration Form should be submitted to give evidence of each school and college's commitment to take part. Bidders must give a clear rationale for the inclusion of each named school or college.

Contracts will be awarded for three academic years from August 2019 to July 2022. If additional funding becomes available, and subject to criteria set out in the Mayor's ESF 2019-23 Delivery Handbook, Careers Clusters may have the opportunity to extend their contract to not later than 31 July 2023. Any decision to extend or award additional funding will be subject to the satisfactory delivery of the Project, additional outputs and results that may be offered as well as programme funding being available at that point in time.

The GLA considers successful delivery will incorporate the stages and activities outlined within the table below.

Stage	Activity
Project Plan	Building on the existing programme model, the new Careers Clusters will offer more targeted and intensive support to schools, colleges and pupil groups with a higher level of need in terms of transition from education to work. As such, this Project will supplement and extend the universal support around CEIAG which will be available to schools through the LEAN and related provision.

Stage	Activity
	<p>There will be ten new Careers Clusters, each supporting a minimum of ten eligible secondary schools and colleges. Each Careers Cluster should include at least one college.</p> <p>Cluster leads must participate in Careers Clusters network meetings each term, facilitated by the Greater London Authority (GLA), bringing together all ten Careers Clusters to aid the sharing of best practice and support knowledge mobilisation. The needs analysis will build upon the Compass careers benchmarking tool supporting schools to achieve the 8 Gatsby Benchmarks with a focus on benchmarks 2, 4, 5 and 614)</p>
Support school and college leaders to improve their careers offer	<p>ESF Providers will be expected to support Careers Clusters members by:</p> <ul style="list-style-type: none"> <li>• Conducting a needs analysis and yearly progress update, which builds upon the Compass careers benchmark tool (one per Careers Cluster member)</li> <li>• Providing support to achieve all eight Gatsby benchmarks</li> <li>• Providing support to design a high-quality careers guidance offer and business-informed curriculum</li> <li>• Providing support to develop strategies informed by Labour Market Information (LMI) and destination data</li> <li>• Identifying and disseminating effective and innovative practice</li> </ul> <p>Initial engagement of schools and colleges will be evidenced via a contract between the Careers Cluster and school/college and the needs analysis completed by each school.</p>
Support teachers in schools and colleges to understand and use London's LMI	<p>ESF Providers will be expected to support at least 150 teachers in each Careers Cluster to understand and use London's LMI, including:</p> <ul style="list-style-type: none"> <li>• Understanding LMI and skills forecasting and how to integrate this into the curriculum</li> <li>• Understanding what employability skills are and how to integrate these into the curriculum</li> </ul>

Stage	Activity
	<ul style="list-style-type: none"> <li>• Understanding the range of job opportunities in each subject area</li> <li>• Understanding why businesses want to work with schools and how to build sustained employer relationships</li> <li>• Increasing awareness and analysis of destination data.</li> </ul> <p>This can be achieved through teacher's engagement in Career Cluster pilots.</p>
Pilot employer/HE activities for pupils	<p>Each Cluster must deliver at least 18 pilot employer/HE activities for pupils, which can be sustained by schools and colleges thereafter. This will involve:</p> <ul style="list-style-type: none"> <li>• Identifying the means of employer/HE engagement that will provide the most benefit to school and college pupils in the Careers Cluster</li> <li>• Increasing the number of employers and HE institutions engaging with schools and colleges in a sustained way by piloting a range of employer/HE activities with Careers Cluster members</li> <li>• Empowering teachers to replicate the pilot approach</li> <li>• Disseminating the approach used in successful employer/HE engagement education pilots and support (where replicable) its roll out to other Careers Clusters and other London schools and colleges after year one of delivery.</li> </ul> <p>Pilot activity completed will be evidenced by a follow up report by the school/college submitted to the Careers Cluster after each pilot.</p> <p>Career Clusters are encouraged to engage with SMEs through the pilot activities.</p> <p>Note: delivery of work placements/internships are not classified as Pilot activity. However, it is anticipated that some employers may work with a Careers Cluster pilot and also provide work placements/internships.</p>
Match and support pupils into work	<p>ESF Providers will be expected to match and support pupils into work placements and internships. This will involve:</p>

Stage	Activity
placements and internships	<ul style="list-style-type: none"> <li>• Working with schools, colleges and employers engaged in the Careers Cluster to agree the most effective format for work placements and internships</li> <li>• Identifying/generating and brokering work placements and internships through engagement with employers, matching pupils to opportunities, supporting them whilst on placement and linking their experience into the curriculum.</li> </ul> <p>Note:</p> <p>Work placements should be a minimum of one week or five working days for each pupil. Careers Clusters are strongly encouraged to champion innovative arrangements for work placements moving away from the standard model of two weeks during the summer term</p> <p>Internships should last a minimum of four weeks and pay at least the London Living Wage</p> <p>Career Clusters are strongly encouraged to engage with SMEs when arranging work placements and/or internships</p>
Employer endorsed career strategies, final reports and sustainability plans	<p>It is anticipated that each Careers Cluster will produce:</p> <ul style="list-style-type: none"> <li>• An employer-endorsed careers strategy (one per Careers Cluster member). This should be in line with the DfE careers duty on schools and colleges, DfE careers guidance strategy and Gatsby Benchmarks.</li> <li>• A final report for the Cluster</li> <li>• A sustainability plan for the Cluster</li> </ul>

## 2.2 Project Specific Partnership Working

The Project will be underpinned by strategic partnerships. ESF Providers will be required to establish links with local stakeholders, understand their needs, and develop strong connections with them. These will include schools, FE colleges, HEIs and employers.

ESF Providers will be required to work in partnership with other organisations delivering education and training in the area to ensure the Service is complementary to and not in

competition with other funded provision. They will engage with every Local Authority (LA) in their cluster's geographic area and will be expected to identify internal LA links across different departments. The Service must be able to respond to changing local needs and opportunities, as well as policy changes.

## 3. Budget and Payments

### 3.1 Overall budget framework and parameters

The budget allocated for the work described in this specification is £4 million. It is expected that ten contracts will be awarded, worth £400,000 each.

Available budget	Prime outputs and results
£4m	<p>We anticipate that each of the ten Careers Clusters contracts will be awarded to a different bidder. There may be cases where the same bidder is awarded more than one contract, but no single bidder can deliver more than two clusters contracts.</p> <p>At least one of the Careers Cluster contracts will be awarded for a Careers Cluster with a focus on improving careers provision for pupils with SEND.</p> <p>The ESF Provider will be responsible for engaging with schools, colleges and employers at a local level.</p> <p>Outputs and results to be delivered from <b>each</b> Careers Cluster are:</p> <ul style="list-style-type: none"> <li>• To support a minimum of 18 HEIs/employers to complete 26-week pilots with Careers Cluster members</li> <li>• To support a minimum of 720 pupils to participate in employer/HEI activity delivered through the pilots</li> <li>• To support a minimum of 150 teachers to understand and use London's LMI through Careers Cluster activities (e.g. through the pilots)</li> </ul>

Available budget	Prime outputs and results
	<ul style="list-style-type: none"> <li>• To support a minimum of 500 pupils to complete work placements/internships</li> <li>• To support a minimum of 22 micro, small or medium sized employers through the Careers Cluster Projects or activities (e.g. pilots or work placements/internships)</li> <li>• To enable a minimum of 15 micro, small or medium sized employers to complete Careers Cluster Projects or activities (e.g. pilots or work placements/internships) which increase employer engagement and/or Participant progression.</li> <li>• To support the Careers Cluster school and college members to complete an employer-endorsed careers strategy (one per school/college)</li> </ul> <p>To deliver one Careers Cluster final report and sustainability plan</p>

### 3.2 The Payment Model

Payments will be made on the achievement of the four key results set out in the table below.

Anticipated Proportions of Funding for Trigger Payment Activities	
Input/Output/Results	% of payment
Schools/colleges engaged and needs analyses completed	15%
HEIs/employers completing a 26 week pilot, which will result in increased employer engagement	40%
Work placement or internships completed	35%
Employer-endorsed careers strategies created (per school/college) and final report and sustainability plan created (per cluster)	10%

By completing the Payment Trigger Calculator (PTC)<sup>15</sup>, bidders will be able to determine the value (unit rate) that they are paid for each individual output by selecting the volume of Participants, HEIs, schools or employers that they think will be engaged and complete each paid stage of delivery.

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<sup>15</sup> Please also see the requirements outlined in section 4 of the ESF Programme Specification, paragraph 179 of the Delivery Handbook, and Volume 4, Annex 23.1 of the Tender.



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