



MAKING A POSITIVE IMPACT
The First Nine Years Of Careers England's History
1st April 2003 - 31st March 2012 (4th edition)

This is the fourth edition of our review of the work of Careers England. It replaces the earlier three editions and provides a further public report on the background to England's trade association for employers in the careers information, advice and guidance sector. As a reference document it covers the period from the establishment of the association in 2003 to the end of the financial year 2011-12.

In preparing this review to the end of March 2012 from a financial reporting perspective, the Board has incorporated changes to membership which took place during the business plan year 2011-12, has taken account of the outcome of the Education act 2012 and the establishment of the National Careers Service, as well as including a conclusion which looks ahead to 2012-13 and the future.

The Board of Careers England is committed to produce an updated public report annually from now on, which will enable comparative information to be presented for public use as an essential aspect of the association's accountability. Views on the initial reviews (published in January and June 2010, and the third edition in 2011) have informed this 2012 revised edition.

Further views would be most welcome to Careers England via its Executive Director (Paul Chubb) –please email to paul.chubb@careersengland.org.uk

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(Published by the Board of Directors of Careers England, August 2012)

1. INTRODUCTION

This fourth edition of our review summarises the formation, establishment and growth of Careers England over the past nine years of the Trade Association trading. It demonstrates the development of the association’s work – reporting publicly on its corporate governance, membership and financial matters. In effect this constitutes a public account of the affairs, the leadership and management, and the strategic direction of Careers England – confirming the positive impact the association has made for its Members and what they strive to achieve. The Board of Directors hopes that readers will find this 2012 revised review to be informative and helpful.

Established in 2003, Careers England is a Trade Association (“the association”). It is principally for employer organisations involved in products and services related to careers information, advice and guidance in England. Its Members provide products and services which encourage and support the personal development of young people and adults in learning and work. Whilst the majority of its Members are Full Members (employer organisations), the Trade Association also includes a growing number of small/self-employed traders and other interested and valued parties as Associate Members.

Careers England exists to foster, support and encourage the promotion of the economic, social and educational benefits from the products and services

which its Members provide – for individuals, for communities, for the wider employer/business world and for the economy of the country.

2. CORPORATE GOVERNANCE

Careers England was created by its founding Members with its liability limited by the guarantees made by the Members as set out in the Memorandum & Articles of Association for the company (these are public documents and are filed at Companies House – www.companieshouse.gov.uk). As a company limited by guarantee, Careers England was first registered with Companies House on 5th February 2003 (registration number 4480352). It began trading on 1st April 2003; thus its annual financial year runs from 1st April to 31st March.

The Members in General Meeting appoint the Board of Directors, whose role is to provide strategic direction in the planning, execution and review of the company’s affairs. The Articles govern the procedures and processes through which Directors are appointed and determine their term of office; they also set out how they may be removed.

The Articles currently provide for a maximum of 13 Directors to be in office at any one time (increased from the original maximum of 9 by the Members at the January 2008 AGM). During the period 1st April 2003 to 31st March 2012 a total of 27 individuals have served as Directors of Careers England as shown below (including the Directors appointed to fill casual vacancies during the 2011-12 year and the newly-appointed Director from the February 2012 AGM), of whom only 1 (Paul Chubb) continues to serve from the original Board.

The majority of the Directors are or have been senior executives within Member companies. Periodically a number of Directors stand down at an AGM and may offer themselves for re-election (as is shown by the dates of appointment/reappointment in Figure 1 below, which lists all of the Directors of Careers England since it began trading, including the updates from the AGM in February 2012).

In their appointed role as Directors of Careers England, all members of the Board are “non-executive”, receiving no remuneration for their role (but are eligible for approved expenses). The Board is also empowered to engage the remunerated services of professional advisers and providers of specialist technical and administrative services, on terms the Board determines from time to time in accordance with its annual business plans. The Board has chosen to contract with Paul Chubb of the Boundary Partnership (one of the Associate Member organisations of the association), who is one of the members of the Board, to act as its Executive Director on a part-time basis through a ‘contract for services to be provided’.

[Note: The Board had resolved, since 2006-7, to contract separately with Paul to perform some of the duties which might be expected of an executive director, with a title of ‘Professional Adviser to the Board’. His role, duties and priorities have been determined by the Board, including preparing draft business plans, communicating with the membership, organising the Task Groups, implementing elements of the business plans and reporting to the Board on progress with those plans. This contractual arrangement is reviewed annually by the Board in setting its business plan for the coming financial year, and has been renewed for the business plan year 2012-13 using the title of ‘Executive Director’].

Figure 1: DIRECTORS OF CAREERS ENGLAND

Director/Year	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Ray Auvray						Appointed 30.4.08	yes	yes	yes
Ian Bourne	Appointed 1.4.03	Resigned 11.12.04							
Paul Chubb	Appointed 1.4.03	yes (Reappointed 5.12.05)	yes	yes	yes (Reappointed 30.1.08)	yes	yes	yes	yes
John Downing	-	Appointed 5.12.05	yes	yes	yes (Reappointed 30.1.08)	yes	Resigned 17.12.09		
Liam Duffy	Appointed 1.4.03	yes	yes	Resigned 31.3.07					
Sandy Finnigan	-	-	Appointed 5.5.05	yes	yes (Reappointed 30.1.08)	yes	Resigned 17.12.09		
Debbie Francis	-	-	-	-	-	-	-	Appointed 4.8.2010	Resigned 7.7.2011

<i>Director/Year</i>	<i>2003/04</i>	<i>2004/05</i>	<i>2005/06</i>	<i>2006/07</i>	<i>2007/08</i>	<i>2008/09</i>	<i>2009/10</i>	<i>2010/11</i>	<i>2011/12</i>
<i>Prof. Bob Fryer OBE</i>	<i>Appointed 7.8.03</i>	<i>Resigned 11.11.04</i>	<i>Reappointed 5.12.05</i>	<i>yes</i>	<i>yes</i>	<i>Resigned 1.1.09</i>			
<i>Richard Goss</i>									<i>Appointed 7.7.2011</i>
<i>Steve Higginbotham</i>	<i>-</i>	<i>Appointed 5.12.05</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes (Reappointed 30.1.09)</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
<i>Katharine Horler</i>						<i>Appointed 30.1.09</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
<i>Rob Hughes</i>							<i>Appointed 17.2.2010</i>	<i>Resigned 28.5.2010</i>	
<i>Martyn Jewell</i>							<i>Appointed 17.2.10</i>	<i>yes</i>	<i>yes</i>
<i>Sean Kearns</i>								<i>Appointed 4.3.2011</i>	<i>yes</i>
<i>Paul Keenleyside</i>								<i>Appointed 17.1.2011</i>	<i>Resigned 17.4.2011</i>
<i>Trevor Mason</i>	<i>Appointed 1.4.03</i>	<i>Resigned 11.11.04</i>							

<i>Director/Year</i>	<i>2003/04</i>	<i>2004/05</i>	<i>2005/06</i>	<i>2006/07</i>	<i>2007/08</i>	<i>2008/09</i>	<i>2009/10</i>	<i>2010/11</i>	<i>2011/12</i>
<i>Allister McGowan</i>	<i>Appointed 1.4.03</i>	<i>yes (Reappointed 5.12.05)</i>	<i>yes</i>	<i>yes</i>	<i>yes (Reappointed 30.1.08)</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>Resigned 15.2.12</i>
<i>Claire Nix</i>									<i>Appointed 7.7.2011</i>
<i>Karen O'Donoghue</i>	-	-	-	-	-	<i>Appointed 30.1.09</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
<i>Jean Pardoe</i>	-	-	--	-	-	-	-	<i>Appointed 4.3.2011</i>	<i>yes</i>
<i>Jim Reid</i>	<i>Appointed 1.4.03</i>	<i>Resigned 11.11.04</i>	-	-	-	-	-	-	-
<i>Jenny Rudge, OBE</i>	-	-	-	<i>Appointed 29.11.07</i>	<i>yes (Reappointed 30. 1.08)</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>Resigned 15.2.12</i>
<i>Steve Stewart, OBE</i>	-	-	-		<i>Appointed 30.1.08</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>

Director/Year	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Linda Taylor, OBE	Appointed 1.4.03 Resigned 8.7.03	-	-	-	-	-	-	-	-
Joanna van de Poll	-	-	-	Appointed 26.7.07	yes	yes (Reappointed 30.1.09)	yes	Resigned 30.6.2010	-
Steve West									Appointed 15.2.12

The Board of Directors has been led by four Chairs of the Board to date (noting that their tenures have been rather different in time duration and in the basis of their appointment – 2 of the 4 having specifically been appointed as being “independent” of the Membership).

These have been:

- Professor Bob Fryer, OBE (7.8.2003 to 11.11.2004)
- Chris Humphries, CBE (1.8.2005 to 31.3.2007)
- Allister McGowan (1.4.2003 to 7.8.2003; 11.11.2004 to 1.8.2005; and 31.3.2007 to 15.2.12)
- Steve Stewart, OBE (15.2.12 to date)

It should be recorded that the Board established a Corporate Governance Review Committee in 2009. Its recommendations, approved by the Board in late 2009, included the appointment by open nomination by the Members at the Annual General Meeting in February 2010 of the Chair for a future period of up to 3 years. After due process, from the candidates nominated, the 2010 AGM resolved that the Members would wish, in accordance with the Articles, the Board to confirm Allister McGowan’s appointment as Chair of the Board. This was duly enacted by the Board at its first meeting in the 2010-11

business plan year. Allister chaired the Board until his resignation from the Board (due to overseas business commitments) in February 2012. Steve Stewart was appointed by the Board to succeed Allister, and this was welcomed by the 2012 AGM of Members – Steve’s appointment being for a period of up to 3 years.

Since Careers England began trading in 2003, Stephen Nicholson has performed the role (under a supplier contract) of Company Treasurer – and continues to do so.

Company Secretarial services have been procured (under supplier contracts) by the Board from two sources during the period of this seven year review. Neil Williams of the then VT Group provided these services from the date of incorporation in 2003 up to his resignation on 1st October 2009, when the Board resolved to appoint Stephen Nicholson to perform the dual role of Company Secretary and Company Treasurer for an initial trial period up to the date of the 2011 AGM (by which time a formal review had been undertaken by the Board of this arrangement). This appointment has been renewed by the Board for the 2011-12 and 2012-13 financial years.

3. MEMBERSHIP

There were 16 founding Full Members of Careers England in 2003 – all of which were ‘careers companies’ seeking a form of association following the full implementation of the Connexions Service in April of that year (the introduction of Connexions was phased – it started in 2001 and completed its introduction in 2003).

Of the original 16, only 5 remained Full Members by 31st March 2012, partly due to the fact that a further 7 of the other 11 had been taken over by or had joined with other Member companies, or had ceased trading.

The nature of a trade association is that its Members compete for business, and may from time to time make acquisitions or take other appropriate actions to enable their individual businesses to expand.

Up to 31.3.2012, there have been 49 Full and Associate Members of Careers England during its full nine year existence: 33 Full Members and 16 Associates.

Figure 2 below provides a complete record of the membership to date (from which it will be seen that one Member of CE, that is Inspiring Futures Foundation, has been both an Associate and became a Full Member of the Association in 2010).

Following Careers England’s establishment in 2003, 5 new Associate Members had joined by the end of 2006. During 2007-8, a significant period of company mergers, take-overs and other changes in ownership amongst the original founding Members took place (in no small part due to further competitive tendering under the then Connexions service changes). This saw the number of Full Members decline to 11, the lowest number of Members in

the association's history.

November 2007 marked a significant point for Careers England when its first 'Connexions Company' became a Full Member. At the January 2008 AGM three further 'Connexions Companies' joined the association as Full Members and the growth in the changing make-up of the membership of Careers England continued apace. By April 2009 the number of Full Members had risen once more to 16, of whom only 5 were founding Members – 9 of the 16 were registered as current or former 'Connexions companies'.

*This significant change in the composition of the Full Membership demonstrated the growing appeal of Careers England as a trade association to a wider 'church' of organisations which had become appointed by arms of Government (local and national) to deliver publicly-funded career guidance services - both for young people (principally under Connexions) and for adults; the latter under the then styled **nextstep** service and a range of other contracted services, funded by European monies, (the then) Learning & Skills Council funding and by the Department for Work & Pensions.*

Figure 2 below provides the record of the Full Members of Careers England from April 2004 to the end of March 2012.

Readers will note the increasing number of Members changing trading names, the majority of these changes taking place during 2009-10, and more during the 2010-11 & 2011-12 business plan years.

Figure 2: FULL MEMBERS

(Updated to cover the nine year period up to 31.3.2012 with a footnote bringing the membership fully up to date at the date of publication)

- 1. Adviza (formerly Connexions Thames Valley) 2007-8 to date*
- 2. Ansbury (formerly Connexions Bournemouth, Poole and Dorset) 2008-9 to date*
- 3. Aspire-i (formerly Careers Bradford) (Founder Member) 2003/4 to date*
- 4. Babcock Enterprise (Founder Member as part of VT Group) (formerly VT Enterprise, VT Education & Skills, and VT Careers Management) 2003-4 to date*
- 5. Better Choices (Founder Member) 2003-4 to 2006-7*
- 6. Calderdale & Kirklees Careers (Founder Member) 2003-4 to date*
- 7. Capital Careers (Founder Member) 2003-4 to 2006-7 when joined VT Group now Babcock Enterprise (see 4 above)*
- 8. Careers Enterprise/Futures (Founder Member) 2003-4 to 2006-7 when joined VT Group (see 4 above)*

9. *Careers South West (formerly Connexions Cornwall and Devon) 2007-8 to date*
10. *CASCAiD 2010-11 to date*
11. *Connect South West (formerly Connexions Somerset) 2008-9 to date*
12. *CSWP (formerly Connexions Coventry Solihull and Warwickshire Partnership) 2007-8 to date*
13. *CfBT Education Trust 2005-6 to date*
14. *CXK (formerly Kent & Medway Connexions) 2010-11 to date*
15. *Essex Careers (Founder Member) 2003-4 when it ceased to trade*
16. *Greater Merseyside Connexions Partnership 2008-9 to 2009-10*
17. *Guidance Enterprises Group (Founder Member) 2003-4 to 2006-7 when joined VT Group (see 4 above)*
18. *HCS (formerly Hertfordshire Careers Services) (Founder Member) 2003-4 to date*
19. *Humberside Partnership (Founder Member) 2003-4 to 2005-6*
20. *igen Group (Founder Member) (formerly Leeds Careers Guidance) 2003-4 to date*
21. *Inspiring Futures Foundation 2010-11 to date (note: IFF changed its status from Associate to Full Member at the start of the 2010-11 business plan year)*
22. *Learning Partnership West (formerly Connexions West of England) 2008-9 to date*
23. *Morrisby Organisation 2011-12 to date*
24. *Nord Anglia plc (Founder Member) (incorporating Lifetime Careers) 2003-4 to 2006-7*
25. *Nottingham & Nottinghamshire Futures (formerly Connexions Nottinghamshire) /Guideline Careers 2008-9 to date*
26. *Positive Futures (Wigan) (Founder Member) 2003-4 to 2006-7*
27. *Positive Steps (Oldham) (Founder Member) 2003-4 to 2005-6*
28. *Prospects 2008-9 to date*
29. *Reach For (formerly TPUK) 2011-12 to date*

30. *Sheffield Futures (Founder Member) 2003-4 to 2005-6*

31. *Sussex Careers (Founder Member) 2003-4 to 2007-8 (when it ceased to trade on losing its primary contract on competitive tender)*

32. *Tribal Group 2010-11 to date*

33. *Via Partnership (formerly CXL) 2007-8 to date*

{Footnote: Since the 1st April 2012 a further Full Member has joined Careers England, this is INSPIRA (formerly Connexions Cumbria).}

The Associate Members of Careers England from April 2004 to the end of March 2012 are shown in Figure 3 below (this includes the change of status for IFF from Associate to Full Member)

Figure 3: ASSOCIATE MEMBERS

(Updated to cover the nine year period up to 31.3.2012 with a footnote bringing the membership fully up to date at the date of publication)

1. *Allister McGowan (self-employed consultant) 2009-10 to 15.2.12*

2. *Association of Colleges 2005-6 to 2007-8*

3. *Boundary Partnership 2005-6 to date*

4. *Careers West Yorkshire 2006-7 to 2008-9*

5. *Citizen Connect Ltd (trading as Axia Interactive Media) 2008-9 to date*

6. *Cohesion Career Development Consultancy 2006-7 to date*

7. *IEBE 2010-11 to date*

8. *Inspiring Futures Foundation (formerly ISCO) 2006-7 to 2009-10 (and appointed as a Full Member in 2010-11 business plan year)*

9. *Learning and Skills Council (West of England) 2003-4 to 2005-6*

10. *Learning and Skills Council (West Yorkshire) 2005-6*

11. *National Association for Educational Guidance for Adults 2008-9 to date*

12. *North West Development Agency 2008-9 to 2010-11*

13. PJP Associates 2011-12 to date

14. Skills For Health Sector Skills Council 2010-11 to date

15. UCAS 2004-5 to 2005-6

16. West Yorkshire Lifelong Learning Network 2008-9 to date

{Footnote: Since 1st April a further 9 Associate Members have joined Careers England, many of whom are self-employed sole traders/small enterprises: these new Associates are – Roger Allen Associates, Arcamedes Ltd, Annette Clark, Janet Donoghue, Isobel Freeman, Stuart McRill Associates, Owens Consulting (UK) Ltd, Lizzie Taylor and the London Work Based Learning Alliance}

4. VISION, MISSION & VALUES: BUSINESS PLANNING

From the outset it was evident that the founding Members shared the commitment to work together to promote what became the Vision, Mission & Values of Careers England.

Figure 4 below provides the Vision, Mission & Values statement from the business plan for 2012-13 as approved by the Board (the Membership is regularly consulted upon these and the Board approves this statement each year).

Figure 4: Our Vision, Mission & Values

Vision

Careers England aims *"to be recognised as the informed voice of the career guidance industry in England"*

Mission

As a Member-driven trade association supporting the career guidance business activities of its Members in "promoting social mobility, achievement and economic well-being for people of all ages", our mission is to:

☐ act on behalf of Members (including via appropriate lobbying at national level and positive campaigns) to demonstrate the beneficial contribution of independent and impartial careers information, advice and guidance for people of all ages, to securing the economic and social health of the nation

- ☐ enable Members to work together to share intelligence on market opportunities and features, views, practices and approaches so that the association both enhances and draws upon the collective knowledge and expertise of its Membership*
- ☐ act on behalf of Members in advocating the case for a 'level playing field' (and appropriate length of contracts to enable investment in research, development and continuing professional development) in the procurement and contract management of all publicly-funded information, advice and guidance services for all ages*
- ☐ secure meaningful strategic alliances with partner organisations (both within the wider careers sector and associated key stakeholders) which share the outcomes sought by the trade association, for the benefit of individuals, communities, employers and the nation*

Values

Underpinning this Vision and Mission are the following Values:

- ☐ Promoting with integrity the core beliefs and agreed policies of the trade association (where appropriate in partnership with other key stakeholders and agencies).*
- ☐ Demonstrating knowledge and articulating the benefits of career guidance products and services based upon collected and/or identified evidence from business experience from the Membership and wider sources nationally and internationally.*
- ☐ Focussing upon the economic and social benefits of the products and services which our Members offer for individuals and the economy.*
- ☐ Maintaining a strong professional awareness of the environment and context in which our Members operate.*
- ☐ Valuing the contributions and direct involvement of representatives and nominees of our Members in the Board, the Task Groups, Working Groups and other means.*
- ☐ Providing a consistently professional and commercially sound (as well as robustly challenging) approach to key issues of concern to our Members and the beneficiaries of their businesses' products and services.*

The Board has established clear lines of communication with, and the involvement of, every Full and Associate Member of the association in preparing and finalising each year's business plan. The cycle involves direct opportunity for each Member to contribute to the process before the Board itself approves the plan at the start of each business plan year. Plans detail key priorities at the strategic and influential levels - with national policy-makers, with key stakeholders, and in partnerships. These business plans serve the needs of current Members as well as being a means of promoting the association to future potential Members.

Consultations in preparing priorities for annual business plans now involve representatives from Member organisations at various levels in the leadership and management of Careers England's Members. Those colleagues who serve on the association's Task Groups (see section 5 below), as well as nominated representatives of each Member (usually the Chief Executive or similar of a company in membership), directly contribute to the planning process. Hence Careers England's plans and priorities are set after proper consultation with, and the involvement of, those with a breadth and depth of views and experience amongst all members of the association.

Annual business plans are formally approved by the Board. Progress towards the implementation of priorities and targets is reviewed regularly at Board meetings throughout the year. These reviews relate to the Board itself; to some of the Directors individually in representative roles – for example with the CBI and with the press ; to the contracted suppliers of services – professional, technical and administrative; and in respect of the Task Groups.

The Board has sought further ways, during the first nine years of its operations to date, to keep dialogue with the wider membership functioning effectively. A number of means have been deployed, including involving Members in half-yearly review meetings with the Board at differing venues - however venues north of London have not always secured the numerical involvement the Board had hoped for.

The 2011-12 business plan was built upon the widest consultation to date – a full day conference of Careers England's members, Board and Task Group representatives took place in December 2010, hosted by Prospects in Bromley. The event incorporated consultations on major issues facing the association's membership in the changed political context with the Coalition Government. Those consultations included determining the key themes to drive the 2011-12 business plan, which was duly approved by the Board at the April 2011 Board meeting.

The Board has remained committed to half-yearly review meetings with the membership. Whilst the commitment has been made to hold further such conferences, the passage of the Education Bill through Parliament during 2011-12 required greater time commitment to lobby activity, hence a 2011 conference was not held. The Board will review when and how to convene such conferences and will always seek to involve Task Groups' representatives in its reviews on priorities for actions.

5. COMMUNICATIONS

Over the years the Careers England website (www.careersengland.org.uk) has become a major source of external publicity for the association, and – through a password protected area - it has provided a confidential resource for the membership (especially hosting data on legislation matters during the

passage of the 2011 Education Act through its parliamentary Bill phases).

Its initial format and presentation had been contracted out to a supplier. As part of the business plan in 2007-8 the Board resolved that the site should be revamped, and agreed to enter into a commercial arrangement with one of the Members of the association to host and service the site. Aspire-i (formerly Careers Bradford – a founding Member) was appointed to fulfil this role, in return for which it has been able to advertise its unique “Careers Europe” range of products and services on the website. This arrangement has been reviewed annually by the Board. Feedback confirmed that it was working most effectively, and the successful arrangement with Aspire-i was renewed for 2011-12 & for the initial period of 2012-13 up to the end of July 2013 when Careers England will take on the website management through a service contract with Zooble (the Doncaster-based specialist provider which was responsible for the most exciting change to the website’s design and functionality which took place during 2010, when the Board authorised a radical revision to the site).

The website continues to host all of the association’s publications and resources, some of which are only accessible to the membership in the ‘Members only’ secure area. Its professional content is maintained under contract by the Board’s Executive Director.

Launched in December 2010, the new site quickly proved to be more user-friendly to the membership, it has evidently become even more widely used as a public resource, and the site has grown in its external reputation - with partner organisations and stakeholders increasingly reporting its value as a comprehensive resource (reaffirmed during the high visibility of the site during the Education Bill’s passage through Parliament in 2011-12.

Keeping the membership aware is a major priority for the Careers England Board. As part of the annual services which are provided to the membership, the Board contracts with Montrose Public Affairs Consultants. Montrose provides CE’s Full Members and the Board with a comprehensive daily monitoring of media and Parliamentary coverage of education and skills matters, including but not restricted to careers-related issues, which has become highly-valued by Members.

6. PARTNERSHIPS

Careers England has also agreed a number of Memorandums of Understanding (MoUs) with partner bodies – with the Institute for Career Guidance (ICG) since 2006 to share actions to promote the benefits of career guidance services by professionals, with NIACE (2008) to promote joint activity in the field of support services and learning provision for adults, and with the National Connexions Network (NCN) to support joint action on behalf of young people’s needs in careers information, advice and guidance. Careers England was also a founder member of the Board of the UK Careers Sector Strategic Forum, which during 2011-12 reviewed its function and title – restyling itself as “the Careers Sector Stakeholders Alliance”.

During 2010 Paul Chubb was invited to serve on the “Careers Profession Task Force” established by the then DCSF, under the exemplary chairmanship of Dame Ruth Silver. The CPTF reported in September 2010 to Ministers, making 14 recommendations, all of which the Minister (who by then was a different Minister within the new Coalition Government) accepted. The Board of Careers England contributed to the responses to the CPTF recommendations with

a major policy paper in December 2010 (see Figure 6 below). This led to Careers England taking the lead on steps to establish a national 'kite mark' to provide national validation for England's CEIAG Quality Awards, as set out in recommendation 10 of the CPTF report. During 2011-12 the Careers England Quality Task Group established a project team to facilitate the 'kite mark' work, culminating in the formation of the **Quality in Careers Standard**, under a Quality in Careers Consortium with Careers England hosting all QiCS materials on a new dedicated section on the CE website.

Ministers have welcomed the establishment of the QiCS and all of England's current CEIAG Quality Awards (14) have committed during 2012-13 to work towards securing QiCS national validation. Careers England's role in these important QiCS developments has been highly significant, raising the profile of the association and subsequently its national reputation.

Whilst Careers England as an employer-led trade association has played no direct role in the Careers Profession Alliance work to establish a new national framework for the profession, CE members have supported the work of the CPA through publicising it on the CE website in the 'Partnerships' section of the site, and has maintained close links with the CPA through the CE Workforce Task Group.

7. TASK GROUPS

From the initial establishment of Careers England in 2003, the Board was determined actively to involve a number of colleagues from within the membership of the association in its operations. It resolved in 2005-6 to establish two Task Groups: one to cover the 13-19 age range of beneficiaries of the services of its Members; the other to cover work with Adults.

Each of these Task Groups has been chaired by a Director from the main Board of the association – John Downing initially chairing the 13-19 Group, and Steve Higginbotham chairing the Adults Group. Most of the early meetings of the 13-19 Group were held in central London in the premises of John Downing's employer (the then VT Group), and those of the Adults Group have mostly been held in the Leeds offices of Steve Higginbotham's employer (the igen Group). The Board has been most appreciative of this added 'in kind' contribution by these two Member companies.

Both of these initial Task Groups quickly became well supported by Member nominations (the Careers England website provides up to date information on those currently serving on each Task Group).

Having been serviced for the majority of their meetings by the Board's Professional Adviser, the Board resolved at the end of 2009 that the Task Groups would henceforth be serviced by a member of the Chair of the Group's own administrative team. The Board has reaffirmed that its contracted Executive Director should continue to make the detailed arrangements for Task Group meetings, including seeking continued meetings and dialogue for the Groups with lead officials in the key Government Departments (The Department for Education as renamed after the May 2010 General Election, formerly DCSF – Department for Children, Schools and Families; and DBIS – Department for Business, Innovation and Skills).

At the end of 2009, John Downing - on leaving the VT Group - resigned from the Careers England Board and Katharine Horler (then of Connexions Thames

Valley, now trading as Adviza) was appointed from within the Board to take on the role of chair of the 13-19 Group from January 2010, a key role which she has continued to perform to date with a significant number of meetings with DfE officials being held with the Task Group arising out of matters to debate with the passage of the Education Bill through Parliament during the past year.

In the past four years, these two Task Groups have increasingly held their regular (quarterly) meetings either with senior HMG officials and/or at their premises. These meetings have evidently both enhanced the knowledge of Task Group members on latest developments in policy, and have led to officials taking clear note of the views of Group members as policy has been shaped.

Task Group members contributed significantly, for example, to the Policy Papers (see figure 6 below) which drew the first public assurance from Ministers in 2007 that England would have a clear all-age strategy for its separate careers support arrangements for adults and young people.

Beyond doubt there were important elements in the 2009 IAG Strategy for young people (“Quality, Choice and Aspiration”), published by DCSF in October, which were there as a result in part of the effective voice of Careers England – not least “the ambition...to extend the statutory duty for careers education in schools and colleges up to age 18” (para.2.5).

Following the General Election in May 2010, there was doubt about whether these commitments, made by the Labour Administration prior to the May 2010 change of Government, would continue to be policy under the Coalition Government. The announcement by Minister John Hayes in November 2010 that there would be an all-age careers service, which would ‘build upon the best of Connexions and Next Step’, was widely welcomed not least by Careers England.

The publication of the Education Bill in January 2011, however, clearly signalled a significant shift in proposed policy, with the projected termination of the Connexions duty for a universal careers service for young people (placed upon Local Authorities since 2008), and the proposed new duty upon schools to “secure independent careers advice and guidance” for their students. Careers England’s plans during 2011 involved major lobby activity to seek to ensure any such change works more effectively than the current arrangements, and secures more and better CEIAG for all young people. In preparing the 2011-12 business plan the Board of Careers England committed to work closely with MPs and Peers to seek to influence the detail of the new arrangements. Royal Assent for the Act leads to implementation of the new duty by schools in September 2012. CE’s Paul Chubb served on the DBIS/DfE “Advisory Group on the all-age careers service” during 2011-12, and whilst the Group clearly sought to influence transition to the new arrangements, there were serious concerns raised over what was seen by the Group as being inadequate forward planning towards the new era of a National Careers Service offering face to face services for adults and only on-line/telephone services for under 19s.

Those concerns persist, together with real expectations of diminished services for young people as schools take on the duty to secure careers guidance for their students without any additional funding to buy such services. Careers England’s position has been developed by the 13-19 Task Group, endorsed by the Board and clearly articulated publicly:

“CEIAG provision will be most effective under these arrangements when three things coexist in a school:

- The school’s overall internally-provided careers education and guidance programme is quality assured against one of the dedicated Quality Awards available, which itself should meet the Quality in Careers Standard national validation - and the programme should be co-ordinated by a careers educator who adheres to professional standards as determined by the Careers Profession Alliance (CPA).*
- The school secures independent impartial information, advice and guidance from a **matrix** accredited organisation/sole-trading careers adviser.*
- The externally secured provider of careers guidance employs professional careers advisers who are occupationally competent to professional standards – as determined by the CPA.”*

Careers England will be seeking to press the case for more and better CEIAG for all young people, however services may be structured and organised as the new Administration’s policies are implemented. The 13-19 Task Group will maintain a diligent watching brief on how schools implement their new duty, and will seek to celebrate the good whilst publicly highlighting the poor.

*The positive influence of the Adults Task Group was acknowledged by officials on the shape and delivery of the next**step** service for adults, and on the design of the Labour administration’s proposed Adult Advancement and Careers Service by DBIS from 1st August 2010. The change of Government in May 2010 saw a significant shift in policy for adults. The Minister resolved to continue to contract for the revised Next Step Careers Service for Adults, but dropped the ‘advancement’ network concept. Meetings with DBIS officials continued and the Task Group commented in detail on proposals for the all-age Careers Service (aaCS) which the Minister announced at the ICG Annual Conference in November 2010 – as did the 13-19 Task Group (see above), since the Minister affirmed that the new aaCS would “build upon the best of Connexions and Next Step”.*

The announcement that the aaCS would be styled the National Careers Service was welcomed by the Adults Task Group, but similar concerns about the impact of the Education Act were voiced since many services for adults pre April 2012 had been built solidly upon careers services for young people within Connexions, bringing economies of scale which the NCS will not readily benefit from. In February 2012 the ATG oversaw research by CE which sought to review the progress of co-location of Next Step careers services with Job Centre+, FE Colleges and other community venues. This research was welcomed by the Skills Funding Agency and DBIS.

In its 2009-10 business plan the Board resolved to establish a third Task Group, which had been suggested by the membership during the consultations on preparing the plans. This Group, initially chaired by Joanna van de Poll (of CfBT, who also served on the association’s Board), concentrates upon all-age issues concerning Quality in service provision. Within that remit the Board also invited the Group to commission fresh research to gather evidence on the positive impact of services provided by Members on the careers of young people and adults, and upon social mobility – that report was published by CE in the summer of 2010 (see Figure 6 below), and was widely welcomed by Government and by the “careers service sector”. After Joanna left CfBT and the CE Board in the autumn of 2010 on retirement, the Board appointed Debbie Francis of Babcock Enterprise (who served on the CE Board) to take over the role of chair of this Task Group. After Debbie left the CE Board, being succeeded by Clair Nix of Babcock, Claire took on chairing the Quality Task Group and

oversaw the second piece of research undertaken under the TG's auspices – the harvesting of evidence of the positive impact of CG provision. This was published in October 2011 as "Looking to the Future" and was welcomed by the Advisory Group on the all-age careers service. The Board has been most appreciative of CfBT and subsequently Babcock Enterprise for hosting meetings of this Task Group.

Since part of the 2007-8 business plan involved seeking more direct involvement for Careers England in the work of the (then) two key Sector Skills Councils (CWDC and LLUK) affecting the operations of the association's membership, the Board's then styled Professional Adviser was tasked with working closely with ICG and LLUK to seek to support the case for career guidance services for the UK becoming with the "footprint" (i.e. the remit) of LLUK. Once this was successfully secured in principle, the Board agreed that Sue Gale (of Connexions Thames Valley) should take the seat for Careers England on the LLUK Constituency Panel for career guidance. To support Sue Gale, the Board also approved the establishment of an ad hoc Workforce Development Working Group.

The 2010-11 business plan for Careers England saw this Working Group transformed into a fully constituted Task Group, led by Sue Gale and chaired by Paul Chubb. This Task Group enabled Sue Gale in her representative role for CE to have a wider base of knowledge and experiences within CE to draw upon – and the Task Group has become an effective means of seeking to assist the work of the Careers Profession Alliance in 2011-12 by gathering evidence and views to feed through to policy makers on the future of qualifications and CPD activity and potential frameworks for the future. When LLUK lost its SSC contract in 2010 the work on career guidance across the UK transferred temporarily to LSIS, which continued with the Constituency Panel and important work on 'national occupational standards' et al. Careers England remained involved closely with LSIS in this work, and in the past year has concentrated its efforts on CPA related matters, especially the proposed establishment of a national register of career development professionals qualified to QCF Level 6.

The Board of Careers England is committed to the continuation during the 2012-13 business plan year of these Task Groups, since their involvement of significant numbers of representatives from Members is acknowledged as being an undoubted major strength in the association's growing portfolio of activity.

8. POLICY & DISCUSSION PAPERS

In formulating and developing the role and function of Careers England, the Members have been clear that it should also offer an authoritative voice directly - or through commissioned independent commentaries - on key policy developments related to the future of all-age career guidance services (however commissioned or delivered) in England. This section of the review demonstrates that Careers England has been successful in advocating a number of key components in public policy, becoming an accepted and recognised 'part of the scenery' within the national arena in respect of careers related matters.

A significant contribution since 2005 has seen the Board commission a series of 18 Policy Commentaries to date from Professor Tony Watts, OBE. Figure 5 below summarises these, all of which are publicly available on the Careers England website.

Figure 5: POLICY COMMENTARIES 2005-2012

- *Policy Commentary 1 (April 2005): “White Paper on 14-19 Education and Skills”*
- *Policy Commentary 2 (March 2005): “The White Paper on Skills” (‘Getting on in Business, Getting on at Work’)*
- *Policy Commentary 3 (April 2005): “2005 Election Manifestos”*
- *Policy Commentary 4 (July 2005): “The Youth Matters Green Paper”*
- *Policy Commentary 5 (August 2005): “The End to End Review of Careers Education and Guidance” (prepared by the Board of Careers England in association with Professor Tony Watts)*
- *Policy Commentary 6 (December 2006): “The Leitch Report”*
- *Policy Commentary 7 (July 2007): “The Leitch Implementation Plan”*
- *Policy Commentary 8 (December 2007): “The White Paper on Opportunity, Employment and Progression”*
- *Policy Commentary 9 (January 2008): “DCSF White Paper: The Children’s Plan”*
- *Policy Commentary 10 (August 2008): “Progress on the New Adult Advancement and Careers Service”*
- *Policy Commentary 11 (August 2008): “Conservative Party Policy Statement on Skills (including key references to career guidance provision)”*
- *Policy Commentary 12 (November 2008): “The Adult Advancement and Careers Service Prospectus”*
- *Policy Commentary 13 (November 2009): “The DCSF Strategy Document on IAG for Young People”*
- *Policy Commentary 14 (March 2010): The DBIS policy paper – “Fuelling Potential”*
- *Policy Commentary 15 (prepared in March 2011, published in April 2011 and revised in August 2011 as PC 15A): “The Coalition’s Emerging Policies on Career Guidance”*
- *Policy Commentary 15B (prepared in March/April 2012 and published in May 2012): More on “The Coalition’s Emerging Policies on Career Guidance”*
- *Policy Commentary 16 (March 2012): “Statutory Guidance for schools on securing access to careers guidance”*
- *{and in 2012-13 we have published Policy Commentary 17 in July 2012 entitled “Practical Guide for Schools on Securing Independent Careers Guidance”, thereby completing a series of 4 Policy Commentaries on the Coalition Government’s policies for careers guidance provision for young people and adults in England in the light of the dramatic changes brought about through the Education Act}.*

A number of occasional and Research papers have also been produced (mostly) directly by the Careers England Board of Directors. Figure 6 below highlights key papers produced since 2003 - all of which are also publicly available on the Careers England website.

These have usually been prepared by the direct involvement of a number of Members, and of Task Group representatives; some have been drafted by or with advice from Professor Tony Watts; many of these papers have been edited for final publication on behalf of the Board by its Professional Adviser/executive Director. Some have been in response to HMG consultative papers; some as a result of Task Group meetings with officials; others as a response to Opposition Party plans or proposals.

There have also been a number of papers produced specifically to set out clear policy views from the Board on key issues.

Occasionally there have been joint papers with partner organisations which are included in this review as they demonstrate the commitment of the association to work collaboratively, as well as offering its distinctive independent voice. Careers England was pleased, for example, to play an active role in the then so-called 'Picton Group' which was re-titled the 'Careers Alliance' involving the Association for Careers Education and Guidance, ICG, the Inspiring Futures Foundation and the National Connexions Network (previously the National Association of Connexions Partners) {please see the joint commentary produced by this collaborative Group in figure 6 below – January 2008}. This Careers Alliance is now in abeyance.

As a resource for Members, the Adults Task Group also commissioned two desk research reports on the ALI inspection reports on 19 nextstep providers in 2006-7. Further research papers have been commissioned by the Quality Task Group (on social mobility in 2010, and on harvesting evidence of the positive impact of careers guidance in 2011) and by the Adults Task Group on co-location of the Next Step careers service in 2012.

Figure 6: OCCASIONAL PAPERS published by Careers England

- *August 2003: "Careers Services for All" (a discussion paper from Tony Watts concluding with issues needing to be addressed to develop a world-class career guidance system in England)*
- *November 2003: A response from the Board to DfES on "Every Child Matters"*
- *March 2004: "Why Career Development Matters" (a discussion paper from Tony Watts)*
- *May 2004: "The OECD Career Guidance Policy Review: Key Messages For England" (a discussion paper from Tony Watts)*
- *November 2004: "Personalisation: An Opportunity and Challenge for Career Guidance Services" (a discussion paper from Tony Watts)*

- *July 2005: A response from the Board to DfES on “Youth Matters”*
- *August 2006: Desk research report on the first 10 ALI inspection reports on next**step** providers (produced by Alison Chubb of the Boundary Partnership)*
- *February 2007: Policy Paper from the Board “The Economic and Social Health of the Nation: The Leitch Report and the Distinctive Contribution of Specialist Career Guidance Providers”*
- *March 2007: Policy Paper from the Board “An All-Age Strategy for Career Guidance Services in England” (a key paper which drew the first public assurances from Ministers that England would have an all-age strategy for its separate careers services for young people and for adults)*
- *May 2007: The second desk research report on the final 9 ALI inspection reports on next**step** providers (produced by Alison Chubb of the Boundary Partnership)*
- *June 2007: Discussion Paper from the Board on “Career Guidance Support for Adults in an All-Age Strategy Context”*
- *October 2007: Discussion Paper from the Board on “Prerequisites for a Coherent All-Age Strategy for Career Guidance Services in England”*
- *January 2008: The Education & Skills Bill – a joint commentary on key proposals affecting careers education and guidance, prepared and published by Careers England, ICG, NACP, ACEG and IFF (an important document demonstrating the power of collaboration between the five organisations, which was warmly received by politicians as the Bill passed through Parliament)*
- *May 2008: Response from the Board to the DIUS consultation “Shaping The Way Ahead” (which concerned Informal Adult Learning, upon which Careers England stressed the contribution of careers information, advice and guidance support)*
- *June 2008: Response from the Board to the DCSF consultation “Raising Expectations” (which included plans to raise the age of leaving statutory learning to 18, which Careers England argued required raising the age of entitlement to careers education to 18)*
- *October 2008: Response from the Board to the Conservative Party Green Paper “Building Skills, Transforming Lives” (which included plans for an all-age careers service, which Careers England argued required the service for young people to be secured on the partnership model not embedded into schools and colleges)*
- *August 2009: Commentary from the 13-19 Task Group to the DCSF on its latest draft IAG Strategy for young people and the impact of what CE*

saw to be the Milburn Report's flawed recommendation that schools should receive the funding for careers advice and guidance (c.f. the Coalition Government's policy in 2010-11 however, which implemented this recommendation without devolving funding to support the new duty – through the Education Act, 2011)

- *August 2009: "The Milburn Proposals for funding Careers Services for young people: a note on relevant international evidence" (a special paper commissioned by Careers England from Tony Watts which was submitted to DCSF as evidence to support the Commentary above)*
- *September 2009: A detailed submission to DCSF by the Board and its 13-19 Task Group on why careers education should be statutory throughout 11-19 learning (this included the final arguments made by Careers England which evidently contributed to the Ministerial ambition/commitment to raise the age of statutory careers education to 18 which was duly set out in the October 2009 DCSF IAG Strategy)*
- *October 2009: Occasional Paper from the Board (with significant inputs from the Task Groups) setting out a review of the evidence for DCSF and DBIS of the positive impact of effective careers education and guidance for individuals, and for the economy*
- *November 2009: Paper from the Board to the Conservative Party (written and submitted in partnership with the ICG) setting out issues related to quality in respect of organisations which might deliver the Conservative Party's proposed all-age careers service and concerning its professional careers advisers*
- *January 2010: Careers England published the first edition of this public review "Making A Positive Impact – Careers England, the story so far", updated in June 2010*
- *May 2010: "A Literature Review: Social Mobility & Careers Service Policies" written by Dr Deirdre Hughes, commissioned by the Careers England's Quality Task Group*
- *August 2010: "Social Mobility of young people and adults in England: the contribution and impact of high quality careers services" written by Dr Deirdre Hughes, commissioned by the Careers England's Quality Task Group*
- *December 2010: Responding to the DfE Task Force Recommendations (the 14 recommendations of the Careers Profession Task Force); prepared by the Quality Task Group and published by the CE Board setting out how CE was ready to contribute to actions to implement the recommendations (which included work to be led by CE which has culminated in the establishment of the Quality in Careers Standard)*

- *October 2011: “Looking to the Future” (a research paper written by Leigh Henderson, commissioned by the Quality Task Group involving harvesting evidence from CE members on the positive impact of careers services and raising matters which should be addressed by policy makers in the new era for all age careers service provision under the Coalition Government)*
- *2011: throughout the passage of the Education Bill through Parliament, Careers England published a series of Briefing Papers for its members and for interested parties, including key stakeholders and the media. Careers England also submitted formal evidence to the House of Commons Committee considering the Committee Stage of the Bill, and further evidence to Peers as they debated the clauses affecting careers guidance for young people during the Houser of Lords Committee stage.*
- *February 2012: “Co-Location: The Next Step Careers Service” (a research paper written by Leigh Henderson, commissioned by the Adults Task Group, involving gathering evidence of what was working well with co-location, what was not working so well, and recommendations to DBIS & the Skills Funding Agency to make matters work even more effectively)*

9. FINANCIAL MATTERS

Careers England was established operationally from 1st April 2003 by its 16 founding Members with initial subscriptions and working capital ‘donations’, amounting to a total of £88,270.

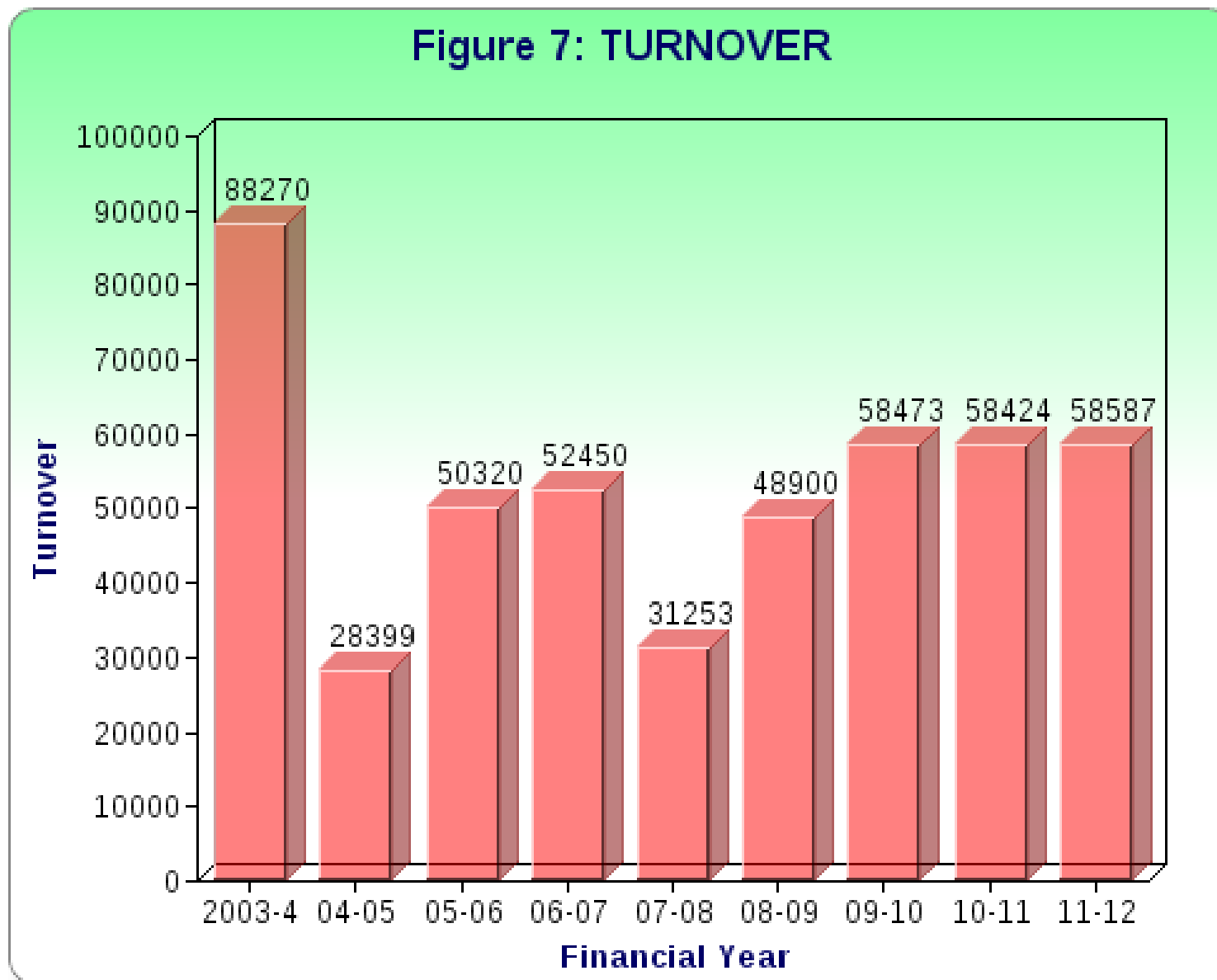
This section of the report summarises the finances of Careers England as derived from the annual financial statements filed with Companies House. Without subscribing Members there would be no Careers England, hence the manifest importance of its Members being actively involved in shaping and implementing its business plans, policies and priorities.

As a company limited by guarantee, functioning as a trade association, Careers England’s revenues come from its Members, and any annual operating surpluses (‘profit’) may not be distributed but may only be used to further the objects of the association.

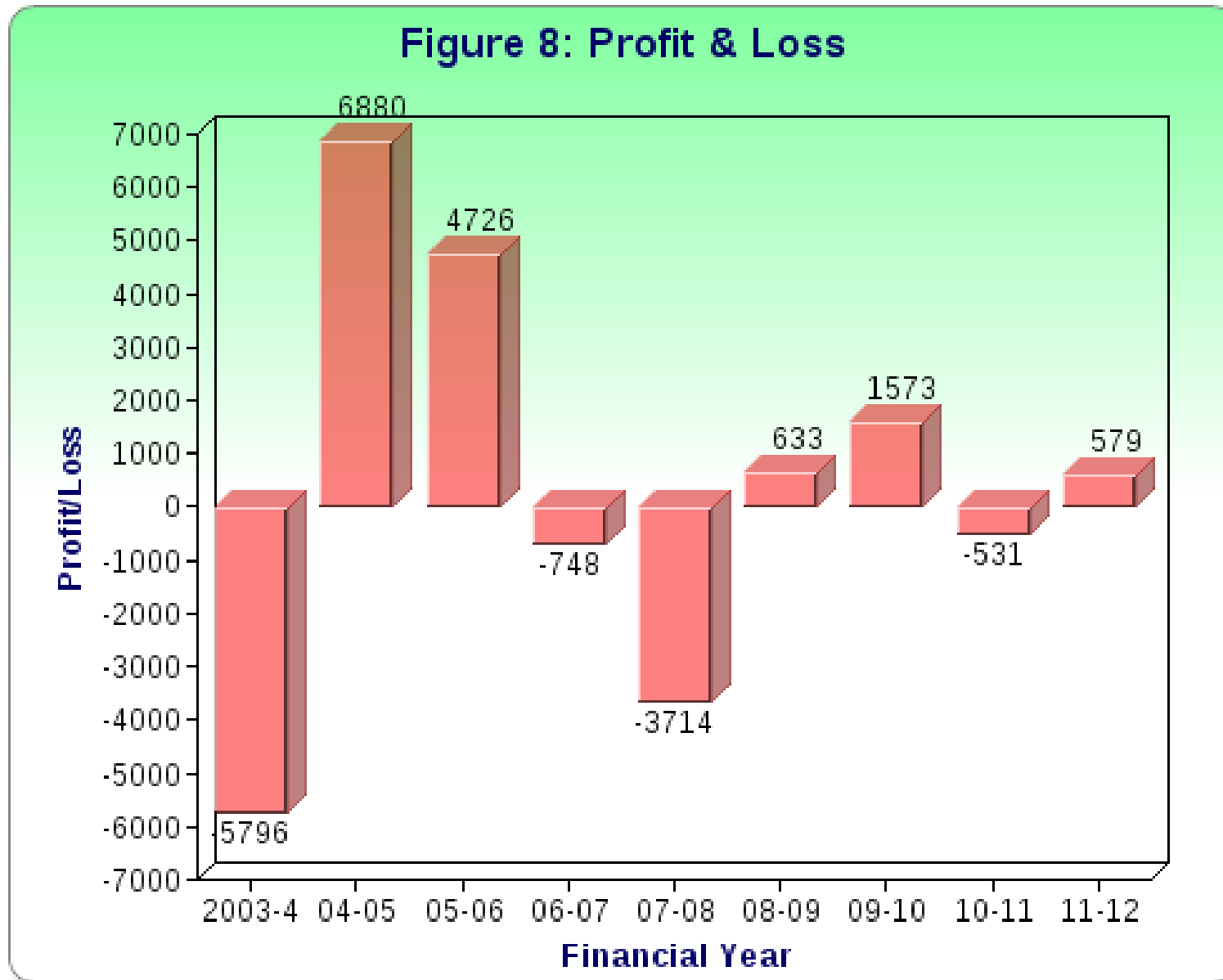
Figure 7 below provides details of the company’s annual turnover.

After the initial investments by the founding Members in 2003-4, Careers England’s annual turnover reduced to £28,399 in 2004-5, rose above £50,000 in the years 2005-6 and 2006-7, dropped to £31,253 in 2007-8, before rising again to £48,890 in 2008-9. In 2009-10 it rose further to £58,473 (the highest

level since the year of Careers England's foundation. It has remained at a similar level (£58,424) in 2010-11 and £58,587 in 2011-12.



The annual profit/loss for the initial nine years of trading is shown in figure 8 below.



The trading result ranged from an initial loss of £5,796 in 2003-4 to “profitable” years in 2004-5 and 2005-6, two more losses in 2006-7 and 2007-8, before returning to profitability in 2008-9 (with a surplus of £633).

After a corporation tax charge, the surplus for 2009-10 was £1573. This was achieved after a year in which the Board approved a first-ever investment of £13,500 for two purposes: research activity to demonstrate the positive impact of effective careers support on people’s lives and social mobility (published in the summer of 2010 – see figure 6 above); and a provision for political activity to introduce Careers England to the new Government and politicians after the May 2010 General Election.

After investing in further lobby activity during 2010-11, the year end brought a small trading loss of £531.

2011-12 saw a return to profit of £579 (after corporation tax of £145).

Remaining financially secure, producing authoritative policy papers and other publications to support its views, and being able to invest in research and consolidated lobby activity constitutes further evidence of the positive impact of Careers England – serving the needs of its Members and making its voice count on the national policy scene.

The beneficial outcome of these annual trading results on the balance sheet of the company is shown below in figure 9.

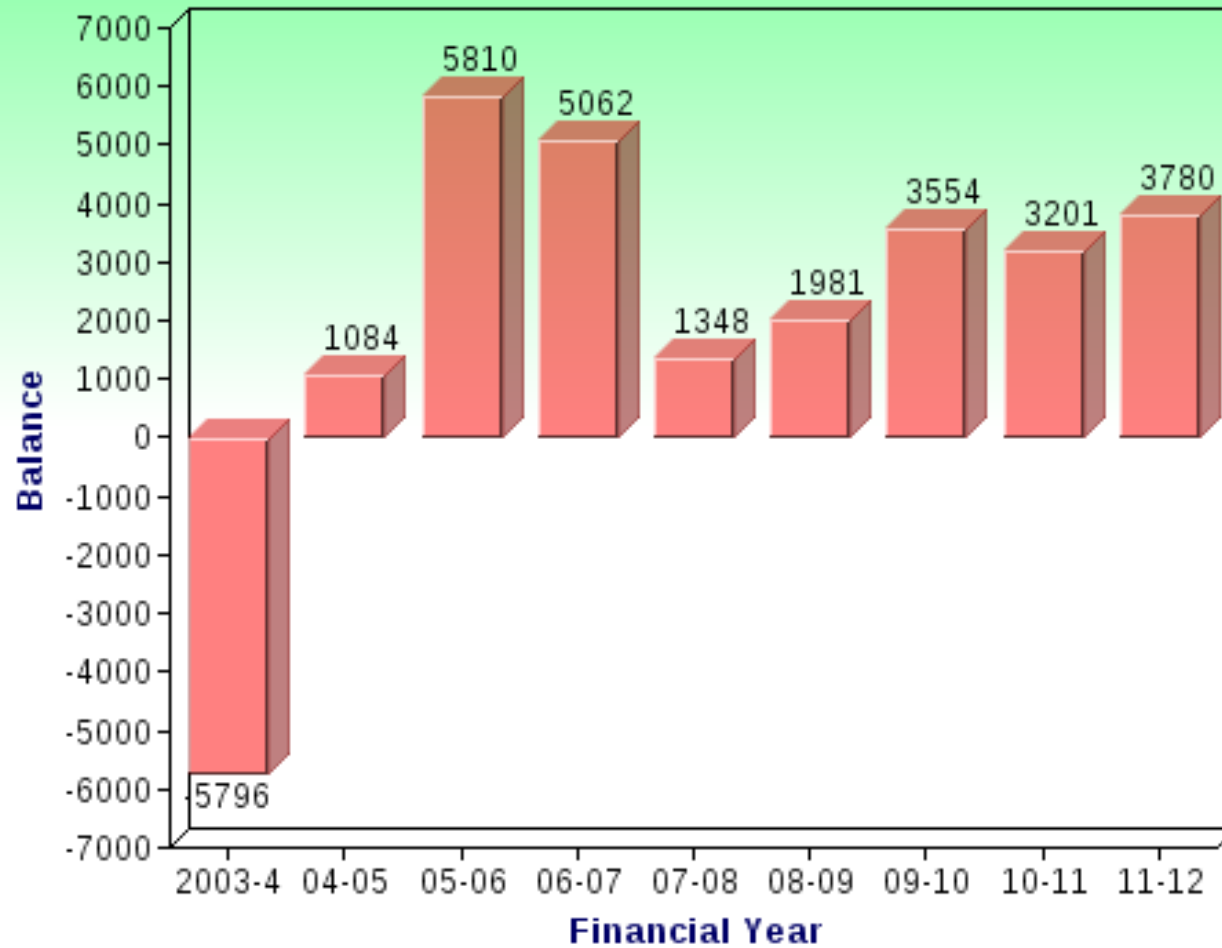
After the negative balance sheet on 1st April 2004, the Board approved a business plan demonstrating the ability of the company to trade out of that situation. As a result the balance sheet rose in 2004-5 and in 2005-6, fell marginally in 2006-7 and further in 2007-8, before rising once more in 2008-9, and being further consolidated in 2009-10.

There is no doubt that the financial stability of Careers England has been secured through prudent financial management by the Board in the leaner and most difficult years as shown above, and through the strategic direction of the association – encapsulated in its business plans.

These factors, culminating in the successful impact Careers England has begun to make on the national policy scene, have convinced many new Members to join - and the balance sheet of the company is healthy.

Indeed it rose further by the close of 2009-10, confirming the viability of the association in its role to serve the needs of its Members and to continue to make a positive impact on the economic and social life of the country.

Figure 9: Balance Sheet



Despite the heavy investment in lobby activity and research in 2010-11, which led to a minor trading loss of £531 as reported above, the positive balance sheet as at 31.3.2011 stood at £3201. Further investment in research activity and in lobbying continued in 2011-12, with the year-end producing a small profit of £579 leading to a positive balance sheet as at 31.3.2012 which stood at £3780.

10. THE FUTURE

Two years on after the General Election in May 2010 brought a change of Government, the emerging policies of the Government as they affect all age careers advice and guidance services have been a cause for some serious concerns for everyone committed to high quality universal careers services for young people.

Service provision for adults has been consolidated by DBIS and the SFA, but the Education Act 2011, which makes schools directly responsible for securing access to independent careers guidance for their student, is a policy shift which has no international evidence to support it - rather the contrary.

Careers England will actively seek evidence on how this new duty is being implemented, both to gather evidence of good and outstanding practice, as well as to bring into the public domain where evidence demonstrates that young people may be receiving a raw deal.

Evidence will be gathered on provision for young people secured by schools, and through the National Careers Service for adults as well as the national helplines and web services. Evidence will be presented to DfE & DBIS Ministers and officials, to Parliamentary Select Committees and opposition MPs/Peers as well as to Ofsted and the newly-established (from April 2012) independent National Council for Careers. Careers England is pleased to be able to contribute in a supportive way to the forthcoming Ofsted Thematic Review of the implementation of their new duty by schools during 2012-13.

The serious economic climate which the country and the world have faced in the past two years continues. Further political decisions will be required, which will have major implications for the country - including increasing skills requirements, fluctuating employment levels and containing public expenditure.

The Board of Directors remains resolute that the responsibility of Careers England in this prevailing context will be to continue to promote the economic, educational, social and personal benefits which effective career guidance providers can bring to individuals, communities and consequently the health of the country. In so doing, Careers England will be serving not only the legitimate interests of its membership, but more importantly contributing to the economic recovery of the nation – thereby, playing a key part in supporting increased social mobility and economic success.

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