

Making A Positive Impact

Careers England: The Story So Far – Seven Years On

1st April 2003 - 31st March 2010 (revised edition)

This revised review provides a public report on the background to England's trade association for employers in the careers information, advice and guidance sector. As a reference document, therefore, it covers the period from the establishment of the association in 2003 to the end of the financial year 2009-10.

In revising this review to the end of March 2010 from a financial reporting perspective, the Board has also incorporated changes to membership which took place at the start of the business plan year 2010-11, taken initial account of the outcome of the May 2010 General Election, and included a conclusion which looks ahead to 2010-11 and the future.

The Board of Careers England will produce a 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 review (published in January 2010) have informed this revised edition. Further views would be most welcome to Careers England via its Professional Adviser (Paul Chubb) - email to paul.chubb@careersengland.org.uk

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(Published by the Board of Directors of Careers England, June 2010

revising the January 2010 edition)

1. INTRODUCTION

This revised review summarises the formation, establishment and growth of Careers England over the past seven full 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 revised review to be informative and helpful.

Established in 2003, Careers England is a Trade Association ("the association") 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), it also includes self-employed or other interested 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 is 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 started trading on 1st April 2003; hence its 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 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 2010).

In their 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 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 2010 a total of 20 individuals have served as Directors of Careers England as shown below (including the two newly-appointed Directors from the February 2010 AGM), of whom only 2 (Allister McGowan and Paul Chubb) continue to serve from the original Board.

Figure 1: DIRECTORS OF CAREERS ENGLAND

Director/Year	2003-4	2004-5	2005-6	2006-7	2007-8	2008-9	2009-10
Ray Auvray	-	-	-	-	-	Appointed 30.4.08	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
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
Professor Bob Fryer, OBE	Appointed 7.8.03	Resigned 11.11.04	Reappointed 5.12.05	yes	yes	Resigned 1.1.09	-
Steve Higginbotham	-	Appointed 5.12.05	yes	yes	yes	yes (Reappointed 30.1.09)	yes
Katharine Horler	-	-	-	-	-	Appointed 30.1.09	yes
Martyn Jewell	-	-	-	-	-	-	Appointed 17.2.10



<i>Director/Year</i>	<i>2003-4</i>	<i>2004-5</i>	<i>2005-6</i>	<i>2006-7</i>	<i>2007-8</i>	<i>2008-9</i>	<i>2009-10</i>
<i>Trevor Mason</i>	<i>Appointed 1.4.03</i>	<i>Resigned 11.11.04</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>Karen O'Donoghue</i>	-	-	-	-	-	<i>Appointed 30.1.09</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>Steve Stewart, OBE</i>	-	-	-		<i>Appointed 30.1.08</i>	<i>yes</i>	<i>yes</i>
<i>Linda Taylor, OBE</i>	<i>Appointed 1.4.03 Resigned 8.7.03</i>	-	-	-	-	-	-
<i>Joanna van de Poll</i>	-	-	-	<i>Appointed 26.7.07</i>	<i>yes</i>	<i>yes (Reappointed 30.1.09)</i>	<i>yes</i>
<i>Number of Directors serving in the year</i>	<i>8</i>	<i>9</i>	<i>8</i>	<i>10</i>	<i>9</i>	<i>12</i>	<i>13</i>

The Board of Directors has been led by three Chairs of the Board to date (albeit their tenures have been rather different in time duration and in the basis of their appointment – 2 of the 3 having specifically been appointed as being "independent" of the Membership).

These have been:



- *Allister McGowan (1.4.2003 to 7.8.2003; 11.11.2004 to 1.8.2005; and 31.3.2007 to date; noting that Allister's formal appointment as Chair of the Board was approved in principle by the February 2010 AGM – please more details below)*
- *Professor Bob Fryer, OBE (7.8.2003 to 11.11.2004)*
- *Chris Humphries, CBE (1.8.2005 to 31.3.2007)*

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 3 years.

After due process, from the candidates nominated, the 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.

Stephen Nicholson has performed the role (under a supplier contract) of Company Treasurer since Careers England began trading in 2003 – 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 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 will have been undertaken by the Board of this arrangement).

The Board has also resolved, since 2006-7, to contract separately with one of its non-executive Directors (Paul Chubb of the Boundary Partnership – one of the Associate Member organisations of the association) as its "Professional Adviser". His role, duties and priorities are determined by the Board, and include 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 2010-11

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 2010, 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.

There have been 42 Full and Associate Members of Careers England during its full seven-year existence: 28 Full Members and 14 Associates.

Figure 2 below provides a complete record of the membership to date (including the changes which took place at the end of March/early April 2010 for the sake of making this review as up to date as possible – from which it will be seen that one Member of CE, that is Inspiring Futures Foundation, has been both an Associate and now a Full Member of the Association).

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 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, however, 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 revival in 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 make-up 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 Government (local and national) to deliver publicly-funded career guidance services both for young people (principally under Connexions) and for adults under the **nextstep** service (and a range of other contracted services, funded by European monies, 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 2010.

Readers will note the number of Members changing trading names, the majority of these changes taking place during 2009-10, and more at the start of the 2010-11 business plan year.



Figure 2: FULL MEMBERS

(updated to cover the full seven year period up to 31.3.2010 and including the changes to company names which took place in March/April 2010)

1. *Ansbury (formerly Connexions Bournemouth, Poole and Dorset) 2008-9 to date*
2. *Aspire-i (formerly Careers Bradford) (Founder Member) 2003/4 to date*
3. *Better Choices (Founder Member) 2003-4 to 2006-7*
4. *Calderdale & Kirklees Careers (Founder Member) 2003-4 to date*
5. *Capital Careers (Founder Member) 2003-4 to 2006-7 when joined VT Group (see 26 below)*
6. *Careers Enterprise/Futures (Founder Member) 2003-4 to 2006-7 when joined VT Group*
7. *Careers South West (formerly Connexions Cornwall and Devon) 2007-8 to date*
8. *Connect South West (formerly Connexions Somerset) 2008-9 to date*
9. *Connexions Coventry Solihull and Warwickshire Partnership 2007-8 to date*
10. *Connexions Thames Valley (formerly Connexions Berkshire) 2007-8 to date*
11. *CfBT Education Trust 2005-6 to date*
12. *CXL 2007-8 to date*
13. *Essex Careers (Founder Member) 2003-4 when it ceased to trade*
14. *Greater Merseyside Connexions Partnership 2008-9 to 2009-10 (note: GMCP resigned from CE at the start of the 2010-11 business plan year)*
15. *Guidance Enterprises Group (Founder Member) 2003-4 to 2006-7 when joined VT Group*
16. *Hertfordshire Careers Services (Founder Member) 2003-4 to date*
17. *Humber Partnership (Founder Member) 2003-4 to 2005-6*
18. *igen Group (Founder Member) (formerly Leeds Careers Guidance) 2003-4 to date*
19. *Inspiring Futures Foundation 2010 to date (note: IFF applied to change its status from Associate to Full Member at the start of the 2010-11 business plan year)*
20. *Learning Partnership West (formerly Connexions West of England) 2008-9 to date*
21. *Nord Anglia plc (Founder Member) (incorporating Lifetime Careers) 2003-4 to 2006-7*
22. *Nottingham & Nottinghamshire Futures (formerly Connexions Nottinghamshire) /Guideline Careers 2008-9 to date*
23. *Positive Futures (Wigan) (Founder Member) 2003-4 to 2006-7*



24. *Positive Steps (Oldham) (Founder Member) 2003-4 to 2005-6*
25. *Prospects 2008-9 to date*
26. *Sheffield Futures (Founder Member) 2003-4 to 2005-6*
27. *Sussex Careers (Founder Member) 2003-4 to 2007-8 (when it ceased to trade on losing its primary contract on competitive tender)*
28. *VT Enterprise (Founder Member and part of VT Group) (formerly VT Careers Management, then VT Education & Skills) 2003-4 to date*

The Associate Members of Careers England from April 2004 to the end of March 2010 are shown in figure 3 below (and now this now includes the change of status for IFF from Associate to Full Member, plus the appointment of Skills for Health SSC as an Associate at the start of the 2010-11 business plan year)

Figure 3: ASSOCIATE MEMBERS

1. *Allister McGowan (self-employed consultant) 2009-10 to date*
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. *Inspiring Futures Foundation (formerly ISCO) 2006-7 to 2009-10 (and appointed as a Full Member in 2010-11 business plan year)*
8. *Learning and Skills Council (West of England) 2003-4 to 2005-6*
9. *Learning and Skills Council (West Yorkshire) 2005-6*
10. *National Association for Educational Guidance for Adults 2008-9 to date*
11. *North West Development Agency 2008-9 to date*
12. *Skills For Health Sector Skills Council (appointed as an Associate at the start of the 2010-11 business plan year)*
13. *UCAS 2004-5 to 2005-6*
14. *West Yorkshire Lifelong Learning Network 2008-9 to date*

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 updated Vision, Mission & Values statement from the business plan for 2010-11 as approved by the Board in setting the 2010-11 business plan (the Membership is regularly consulted upon these and the Board approves this statement each year).

Figure 4: VISION, MISSION & VALUES STATEMENT

1.1. Vision

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

1.2 Mission

As a Member-driven trade association supporting the career guidance business activities of its Members in "promoting achievement and economic well-being for all", its 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 career 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 careers information, advice and guidance services for all ages*
- *Secure meaningful strategic alliances with partner organisations (both within the wider careers information, advice and guidance sector and associated key stakeholders) which share the outcomes sought by the trade association, for the benefit of individuals, communities, employers and the nation.*

1.3 Values

Underpinning this vision and mission are the following values:

- *Promoting with integrity the core beliefs and agreed policies (as determined and published from time to time by the Board) 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 organisations in Membership offer for individuals and the economy*
- *Maintaining a strong professional awareness of the environment and context in which Members operate*
- *Valuing the contributions and direct involvement of representatives and nominees of Members in the Board, the Task Groups, and other means*
- *Providing a consistently professional and commercially sound, as well as a robustly challenging, approach to key issues of concern to Members and the beneficiaries of their businesses' products and services*

The Board has established clear lines of communication with and 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 and are 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 the full membership 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 during the first seven 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 outside London have not always secured the numerical involvement the Board had hoped for. The Board remains committed to half-yearly review



meetings with the membership, and will continue to seek to involve Task Groups' representatives too in periodic/half-yearly reviews on priorities for actions.

Careers England's website (www.careersengland.org.uk) has become a major source of external publicity for the association, and – through a password protected area - it provides a confidential resource for the membership. 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 may advertise its unique 'Careers Europe' range of products and services on the website. This arrangement is reviewed annually by the Board. Feedback confirms that it is currently working most effectively, and the successful arrangement with Aspire-i has been renewed for 2010-11.

The revised website hosts 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 Professional Adviser, and it has become clear that the site has grown in its external reputation - with partner organisations and stakeholders increasingly reporting its value as a comprehensive resource.

Keeping the membership aware is a major priority for the Careers England Board and, as part of the annual services provided to Members, 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, not only careers-related issues, which has become a highly-valued benefit of membership.

Further benefits for the membership have been established by the Board within each year's business plan, including tangible financial benefits – for example through the annual Memorandum of Understanding (MoU) with the Institute of Career Guidance (ICG) first established in 2007-8, which offers discounted access to ICG CPD activity for the whole of the association's membership as well as reduced corporate bulk ICG membership rates for the association's Full Members.

Careers England has also agreed an MoU with NIACE (2008) to promote joint activity in the field of support services and learning provision for adults, and a more recent MoU in 2009 was confirmed with the National Connexions Network (NCN) to support joint action on behalf of young people's needs in careers information, advice and guidance.

5. TASK GROUPS

From the initial establishment of CE 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 chairing the 13-19 Group, and Steve Higginbotham chairing the Adults Group. Most of the meetings of the 13-19 Group were initially held in central London in the premises of John Downing’s employer (the 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.

At the end of 2009, John Downing - on leaving the VT Group - resigned from the Careers England Board and Katharine Horler (of Connexions Thames Valley) was appointed from within the Board to take on the role of chair of the 13-19 Group from January 2010.

Both of these initial Task Groups have become 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. With effect from January 2010, the Board has reaffirmed that its contracted Professional Adviser 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).

In the past three 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).

*The positive influence of the Adults Task Group has been acknowledged by officials on the shape and delivery of the next **step** service for adults, and on the design of the proposed Adult Advancement and Careers Service by DBIS from 1st August 2010 (note: the General Election in May 2010 resulted in a change of Government which will see changes to careers information, advice and guidance policy which CE will seek to influence).*



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, chaired by Joanna van de Poll (of CfBT, who also serves on the association's Board), has recently begun its work which will concentrate upon all-age issues concerning Quality in service provision.

Within that remit the Board also has 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 will be published by CE in the summer of 2010. The Board is appreciative of CfBT hosting meetings of this new Task Group, following the 'in kind' contribution tradition set by VT and igen.

Since part of the 2007-8 business plan involved seeking more direct involvement for Careers England in the work of the two key Sector Skills Councils (CWDC and LLUK) affecting the operations of the association's membership, the Board's 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' (that is the remit) of LLUK.

Once this was successfully secured in principle, the Board agreed that Sue Gale (then Workforce Development Director with Connexions Berkshire, now Operations Director for Connexions Oxfordshire) 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 will see this Working Group transformed into a fully constituted Task Group, to be led by Sue Gale and chaired by Paul Chubb.

Hence Careers England moves into the 2010-11 business plan year with four Task Groups, involving even more Member representatives in the association's growing portfolio of activity.

6. 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 fourteen 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

- *Policy Commentary 1 (April 2005): "White Paper on 14-19 Education and Skills"*
- *Policy Commentary 2 (March 2005): "The Future of Career Guidance Services"*
- *Policy Commentary 3 (April 2005): "2005 Election Manifestos"*
- *Policy Commentary 4 (July 2005): "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: 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'"*

A number of occasional 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. 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 has been pleased, for example, to play an active role in the so-called 'Picton Group' now 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}.

*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.*

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 **nextstep** 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 **nextstep** 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 the 'Milburn' Report's flawed recommendation that schools should receive the funding for careers advice and guidance*
- *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: CE published the first edition of this public review "Making A Positive Impact – Careers England, the story so far"*

7. 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.

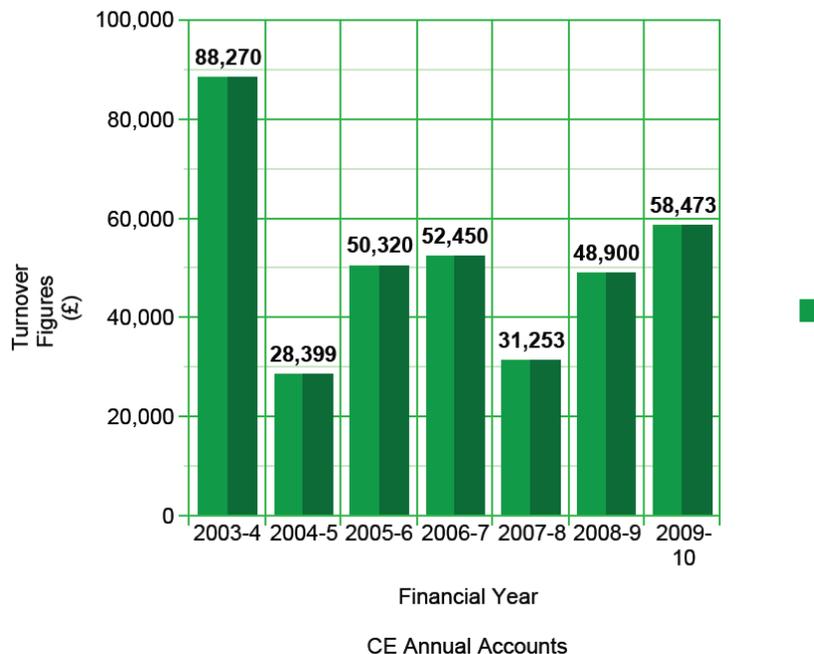
This section of the report summarises the finances of Careers England as derived from the annual financial statements filed with Companies House. Without subscribing Members there would be no Careers England, hence the manifest importance of its Members being actively involved in shaping and implementing 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, and in 2009-10 it rose further to £58,473 (the highest level since the year of Careers England's foundation).

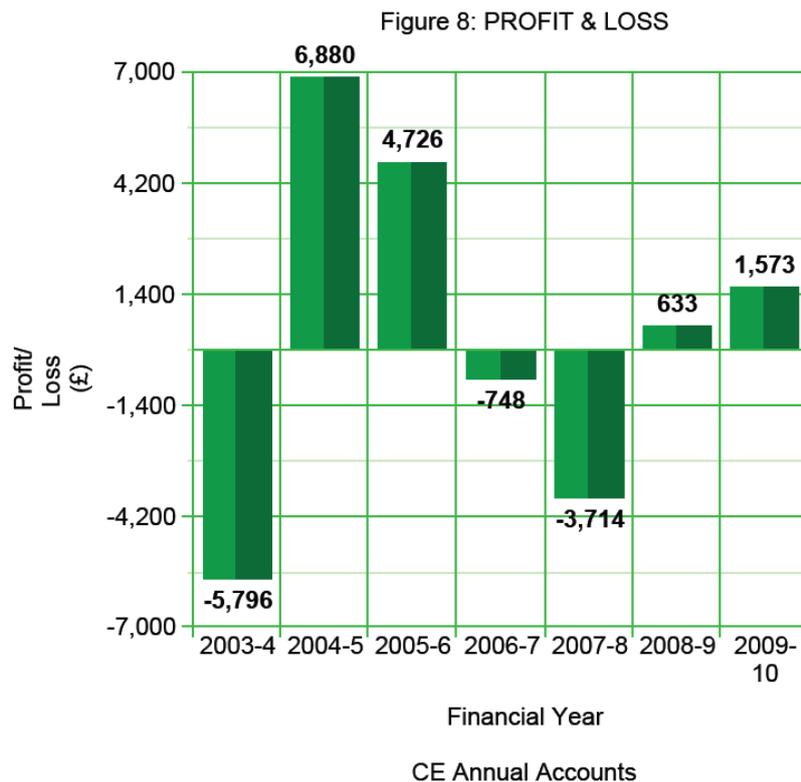
Figure 7 : TURNOVER



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

The trading result has 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 (to be published in the summer of 2010); and a provision for political activity to introduce Careers England to the new Government and politicians after the May 2010 General Election.

Being financially secure, producing authoritative policy papers and other publications to support its views, and being able now to invest in research 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



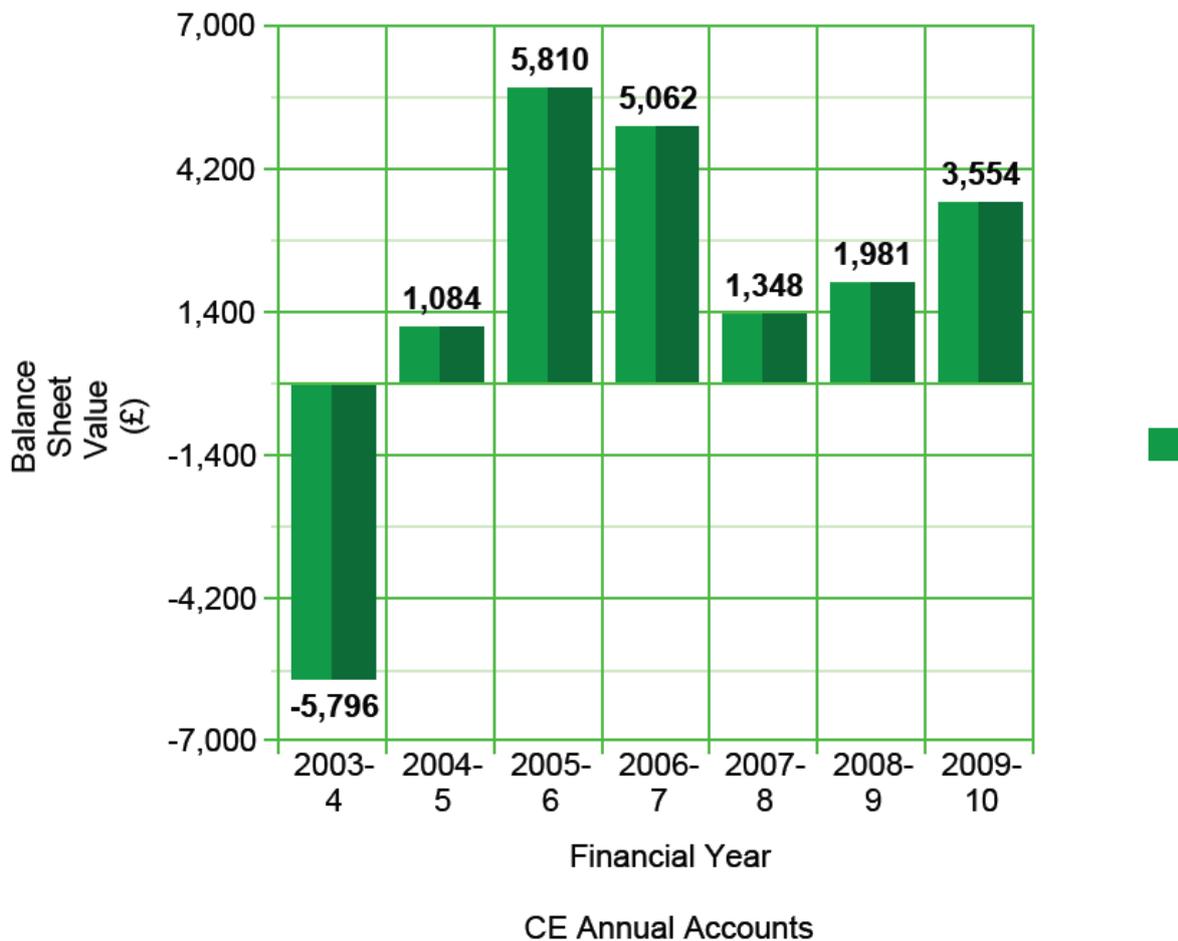
balance sheet rose in 2004-5 and in 2005-6, fell marginally in 2006-7 and further in 2007-8, before rising once more in 2008-9, and being further consolidated in 2009-10.

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



8. THE FUTURE

Whatever else may befall, the Board of Careers England set its plans for 2010-11 knowing that there would be one certainty – the next General Election was due by June 2010, and actually took place in May. This revised section is written knowing the outcome of the Election.

With the establishment of a Conservative/Liberal Democrat coalition Government there will be significant changes to the political context within which career guidance provision for both young people and adults is planned and delivered.

It is now clear that 2010 and the following few years will see the serious economic climate the country and the world has faced not only continuing, but also needing to be addressed by political decisions which will have major implications for the country - including increasing skills requirements, fluctuating employment levels and reducing public expenditure.

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, the association 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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