

Terms of Reference Dorset Hub Steering Group - Appendix A – Background Information

Name of Hub	Dorset LEP Careers Hub
LEP area(s) participating	Dorset
Combined Authority participating if applicable	NA
Name of person submitting this bid	Tony Nelson
Job title	Skills Policy Manager
Organisation	Dorset LEP
Email address	tnelson@bournemouth.ac.uk
Phone Number	01202 965054 and 07702 961250
Accountable body for the Hub	Dorset LEP Skills Board
If invited to interview, please list up to four people who would attend to represent the bid	Tony Nelson, Skills Policy Manager, Dorset LEP
	Julia Coleman, 11-19 Strategic Leader Bournemouth and Poole Councils
	Luke Rake, Principal and CEO, Kingston Maurward College
	Gerry Bishop, Emerging Talent Manager, Cobham plc

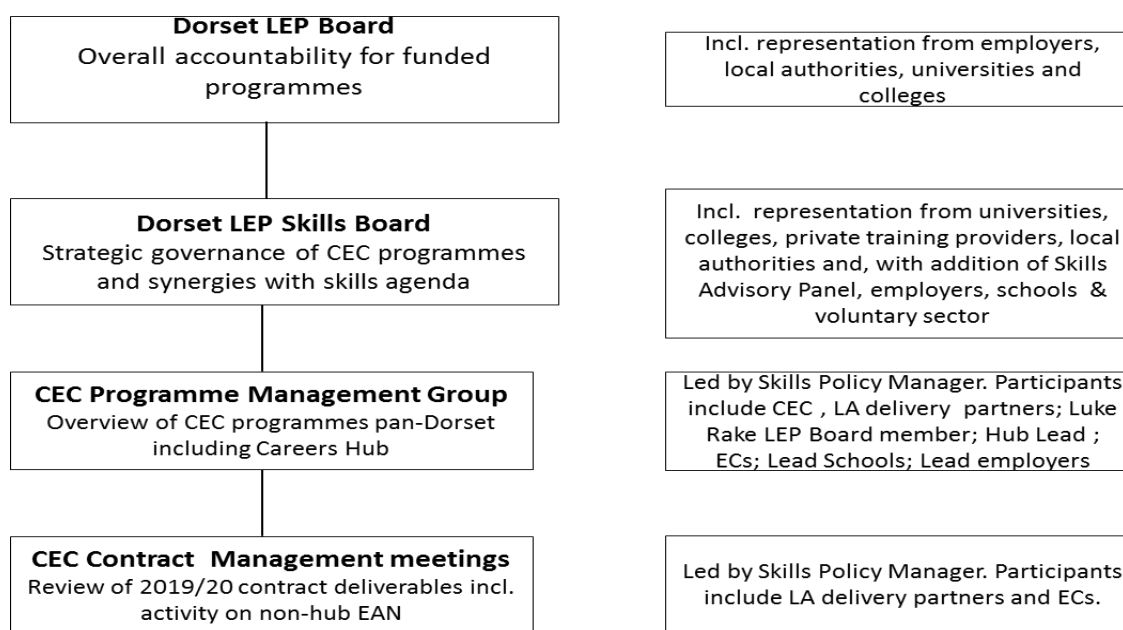
Section B: scoring section. Your 8 pages start here.**PART A: CAPACITY TO DELIVER****1. Clear governance for the programme**

Dorset LEP Careers Hub ('the Hub') will build a model for a more effective careers system which prioritises support for young people in our most vulnerable communities. We will do this by creating and integrating a community of good practice amongst 40 schools and colleges serving 40,000 young people to accelerate achievement of Gatsby benchmarks. The Hub has seven clusters each with a mix of achievement against benchmarks and clusters will facilitate peer learning and development, with stronger schools and colleges helping weaker ones.

The Hub will help Dorset LEP deliver its strategic vision to double productivity and economic output over the next 20 years creating 80,000 new jobs and 78,000 new homes. The LEP is working with partners to create a sustainable city-region. In [Horizon 2038](#) (p 15) the LEP set out in advance of a Local Industrial Strategy (LIS) our ambition to

- *'raise aspiration and increase social mobility in our vulnerable communities so all can share in economic prosperity*
- *encourage schools & colleges to provide young people with the best possible careers advice*
- *encourage appropriate curriculum development matched to skills needs*
- *leverage increased investment in CEC programmes to help address work and career aspirations amongst young people in targeted areas, including a Careers Hub'*

As we develop our LIS its 'people' pillar will quantify the growing need for investment in the skills base of Dorset in key sectors. With near-full employment we will only meet expected demand for replacement and new skilled labour by 'growing more of our own'. This means the careers system in Dorset needs to work superbly to support social mobility and meet employer needs. The Hub will be at the vanguard of re-inventing how we work together across currently fragmented employment and educational boundaries for the benefit of our economy and people. CEC programmes are led by Dorset LEP with governance by our main Board which receives performance and programme information bi-monthly. Luke Rake, Principal of Kingston Maurward College, is named Board member accountable for Hub programme delivery including the timeliness and accuracy of performance management information and grant claims.



Dorset LEP has a proven track record of submitting timely and accurate performance data to CEC. Delivery is managed by the LEP through programme and contract management using purpose designed scorecard methodology. The Careers Hub will be integrated into this robust performance framework as the key mechanism for monitoring progress. The Programme Management Group will fulfil the role of a Hub Steering Group.

Delivery of the EAN network has been subcontracted to Dorset County Council and Bournemouth & Poole Council. By working closely with our delivery partners we have the benefit of integration across wider school programmes, school improvement activity and school networks. This leverage helps explain the rapid and successful expansion of our EAN despite late entry to the national programme. Our partnership works closely, sharing investment, data and expertise in order to achieve overall programme goals e.g. joint careers events such as Careers and Apprenticeship Show, implications and risks of local government reform, match funding of ECs.

Dorset LEP has upper quartile Benchmark completion in CEC's State of the Nation 2018 analysis (p37). The Hub will help us increase this comparative high performance. Alignment and coordination of the Hub's work with the EAN will be through the Programme Management Group chaired by the LEP. The Careers Hub Lead will report directly to the Skills Policy Manager to deepen integration of the Hub with LEP organisation and best identify new synergies across the growing range of LEP work including Dorset Gateway (our business support hub), Dorset Innovation Park (our Enterprise Zone for advanced engineering building on strengths in marine, defence and energy), ESF and new skills-related Growth Deal or UK Shared Prosperity Fund projects. We are expanding the EAN this year to cover 71 schools and colleges, exceeding our formally contracted number of 56. This stretch target embraces all mainstream schools, colleges and a number of middle school, alternative provision and special school settings. It means we will offer an EA to all mainstream schools and Colleges ahead of the national 2020 target.

2. Strong local commitment

We have signed MoU commitments from 36 schools and colleges with four to follow and CEC permission to use seven MoUs from our first bid (Appendix 5). 36 Hub schools and colleges have shared Compass data and all will do so termly in the Hub (Appendix 2). We have letters of support at Appendix 4, including some from our first bid used with CEC permission, from a range of local stakeholders including

- **Dorset LEP Skills Board Chair** who has confirmed CEC programmes including the Hub are a strategic priority. The work of our now approved Skills Advisory Panel will transform the quality and breadth of Labour Market Information (LMI) in Dorset and this will greatly support the Hub's objectives
- **Political support letters from MPs** including Sir Oliver Letwin (who represents our most rural areas), Michael Tomlinson (who chairs the APPG on Youth Employment), Richard Drax (who represents our most socially challenged areas in South Dorset), Conor Burns and Simon Hoare.
- **Southern Universities Network** (National Collaboration Outreach Programme) working intensively with the LEP and EAN to strengthen careers advice, increase encounters with employers and HE and support effective outreach in areas of disadvantage to encourage take-up of university education. SUN(NCOP) were a key funder for our first Dorset Careers and Apprenticeship Show which in 2018 attracted over 2466 young people, 81 employers, 42 schools, 3 Colleges, and 6 Universities.
- **Bournemouth University and Arts University Bournemouth** who are active in providing encounters with HE for young people and supportive of CPD for teachers across Dorset
- **Our three FE Colleges** (Bournemouth & Poole, Weymouth and Kingston Maurward) who are at the vanguard of promoting the widest possible access to vocational opportunities and who bring established networks of employers at sector and thematic levels

- **Employers** we work closely with on the careers agenda including Cobham plc, Redweb, Interage, Ansbury Guidance and J P Morgan who bring experience providing placements, apprenticeships, work experience, support to EAN and careers events including Careers and Apprenticeship Show and Dorset's Big Bang STEM event (targeting 2000 students).
- We have included key employer networks including **Dorset Chamber of Commerce and Industry** who bring to the Hub a superb network of over 700 businesses combined with experience of running 'Young Chamber' which helps schools and colleges give young people inspiring and motivational careers advice through the delivery of a bespoke range of activities with businesses; **Dorset and Somerset Private Training Providers** whose members deliver the majority of apprenticeships across the LEP area and bring a large employer network to the Hub along with resources to share apprenticeship options information; **Dorset Engineering Manufacturing Consortium** which is a LEP funded network of about 400 employers with good schools links and passion for employability skills and careers advice; **CITB** who share our concern to increase skilled construction workers in Dorset. These employer networks bring to the Hub a sense of employability needs, understanding of working with education and willingness to introduce employers to the Hub.

Dorset LEP's strategic sectoral priorities, aligned to Industrial Strategy 'grand challenges' and with potential for increasing high productivity jobs, are Advanced Manufacturing & Engineering, Health Services & Technology, Clean Growth, Financial Services & Technology, Rural Economy, Housing and Creative Industries. These sectors accounted for about 46% of total employment in 2014. We are developing refreshed LMI with government funding for a Skills Advisory Panel. We have an ageing workforce and replacement demand alone is for 14,000 jobs annually across sectors. The LEP funded Western Dorset Growth Strategy received strong political support across relevant councils for the establishment of the EAN and we will build on that capital in the Hub as local government reorganisation creates two new Unitary Authorities.

Dorset LEP has a vision for how our area will improve against Gatsby Benchmarks. We have increased capacity by doubling EC numbers, with a fifth planned for 2019, and are recruiting additional EAs for the growing EAN. Capability is being increased through EC, Careers Leader and EA network meetings and training. Employer engagement with schools and colleges will be strengthened by leveraging the experience of those with the strongest links and disseminating good practice through our Hub clusters. We are designing PR and marketing campaigns (some with CEC national support) to increase employer volunteering in schools and recruit more EAs. The Hub will increase coordination across the careers provider base by agreeing shared priorities for action and/or identifying gaps in provision with appropriate solutions.

3. Robust planning

The highest percentage of schools and colleges fully achieving each benchmark in Dorset LEP area are in benchmarks 6 (50%), 5 and 8 (47.8%) and 2 (39.1%) and these represent areas of comparative strength. Our lowest completion rates are in benchmarks 7 (13%), 1 and 3 (15.2%) and 4 (21.7%) (*CEC State of Nation report to LEP Area, February 2019*). Hub activity likely to yield greatest early benefits will be benchmarks 1, 3, 4 and 7 with a geographical emphasis on Weymouth and Portland; rural areas and challenged wards in the conurbation identified in SUN(NCOP) analysis.

The hub will cover 37 mainstream or special schools and 3 colleges. The Hub will get to scale by working in clusters (sections D and E) facilitated by a Lead school/college whose Careers Leader brings leadership strengths and a track record of progress against benchmarks. Hub members have been selected by our Hub planning group considering a mix of institutions' engagement with EAN, Compass data, SLT commitment to Benchmark achievement, performance on Benchmarks, Ofsted ratings and a sense of their willingness to take or give support. Cluster leads have a track

record of rapid progress on Gatsby Benchmarks and school/college improvement (e.g. The Bourne Academy careers leader mentoring Oak Academy to share effective resources and working practices, embed careers provision and careers coaching and collaborate on events). Cluster leads strengths are therefore matched to the needs of cluster members who cover a range of performance and potential and include schools and colleges in rural, coastal and urban settings. We will prioritise central Hub funds through the programme management group to support weaker schools sustainably. The Hub Lead will ensure wider dissemination across the Hub.

We will introduce a fifth EC, match funded by the LEP, subject to Hub bid approval. This EC will provide intensive support to Weymouth and Portland schools, based at Weymouth College as cluster Lead College. This intensive model provides distinctiveness to our Hub proposal and is a high impact investment in a much challenged area. This EC will make progress by working through Careers Leaders as first point of entry into schools, with Benchmark 1 highest priority given their organisational challenges and context. Initially the EC will have to organise careers events and projects for these schools which is why we have requested additional ring-fenced financial support of £20k for this cluster.

In a typical school not performing well on the careers agenda they often face multiple challenges and many within our Hub have students with the greatest need. Schools in challenging circumstances often do not progress as fast as others due to lack of capacity. The Hub will bring ambition, resources and help to position careers as a key enabler to raise aspiration. We will improve performance against the benchmarks by:

- Understanding constraints facing the school and tackling barriers; supporting the school to gain SLT and governor buy-in
- Focusing on Benchmark 1 to create a stable platform for further achievement
- Locating them in a supportive cluster with a lead school matched to their needs
- Working initially through the careers leader if Head Teacher capacity is constrained
- Linking them with employers, EAs and peers who have experience to share and practical examples of 'how-to' and what the end point looks like
- Being sensitive to planned interventions from other parties (e.g. Dorset Education Advisory Service or the Regional Schools Commissioner)
- Identifying where rapid progress can be made and providing support
- Supporting Benchmark 8 (when ready) through CEIAG working with SUN (NCOP)
- Working with schools to identify types of careers activity they would like to introduce and utilise best practice and external resources to help deliver within a realistic timeframe
- Balancing support with enabling the school to move towards running events themselves
- Supporting innovation and achievement through wider networking events for Careers Leaders (e.g. CEIAG Training and External Events for Schools; Careers and Apprenticeship Show (2020) and Big Bang Event
- Improving the number of benchmarks achieved by these schools, build up the capacity of the school through the Careers Lead and provide a level of organisation that takes pressure off the school to find employers

In a typical school already high performing on the careers agenda (including lead schools) we will further improve performance against the benchmarks by:

- Working within a cluster and across the Hub (star CLs working with weaker ones)
- Making links to school governance and strategy
- Quality assurance of interventions; working towards Quality Careers awards; supporting the Hub network on quality issues
- Raising the profile of careers by cascading good practice across schools through partnership work with stakeholders; strengthening careers coaching

- Linking them into new employer networks; training in the role
- Help them understand and leverage LMI
- Greater parental involvement, including targeting disadvantaged groups
- Hub lead facilitating greater engagement with employers and national careers activity providers, especially in our rural and coastal areas
- Relieving pressure on schools by organising Hub events
- Providing co-ordination of providers - see Appendix 1 for example organisations
- Sharper evaluation of needs and progress in individual schools and colleges
- Focusing on targeted actions identified by cold spot data
- Scaling up effective work of our lead schools.
- Continue to meet the benchmarks as their cohorts and LMI change

Our indicative roll out plan below reflects that tougher areas take longer to move:

Quarter	Number of schools /colleges	
	Engaged & delivering improvements especially benchmarks 1, 3, 4 & 7	Achieving 8 benchmarks
Q 1 (current actual)	5	3
Q 2	10	6
Q 3	20	10
Q4	40	20
July 2021#	40	40

#subject to ongoing funding

We have built our EAN rapidly and achieve an average of 2.5 benchmarks vs national average of 2.1 with 56.3% of sub benchmarks achieved vs national average of 51.5% (*CEC State of Nation report to LEP Area, February 2019*). ECs and schools have been proactive in finding and implementing best-practice from other LEP areas (e.g. we took Cornwall's Tracker approach and further developed it for analysis). Investment in additional ECs has created capacity to maintain momentum in non-Hub schools and support roll out of the Hub. Our key strengths support Hub success:

1. Good partnership working with local employers, schools, FE and HE e.g. Big Bang 2019
2. A strong commitment from schools and colleges to support CEC programmes e.g. 12 Careers Leaders working towards Level 6 careers qualification funded by SUN(NCOP) and a further 25 taking up CEC bursaries with a waiting list
3. ECs expertise and experience to support implementation (with backgrounds in school SLT, economic development, careers education and special/primary education)
4. A desire for Dorset to showcase and share success (e.g. Careers and Apprenticeship Show)

Key risks to Hub success and mitigation we have considered are:

- **Buy in or capacity of leadership in RI or Inadequate rated schools** (use Heads in Lead schools to help influence leadership practice and understanding)
- **Weak employer links in rural or W. Dorset** (target employer networks and FE Colleges to share access and help create new partnerships)
- **Governing bodies not engaged with Hub** (encourage shadowing of Careers Leaders by named Governors; targeting Governor's news channels and training programmes)
- **Local Government Reorganisation diverting local authority energy or staff working on CEC programmes** –LEP has strengthened governance through programme and contract management; LEP line management of the Hub Leader and new EC will provide Hub continuity; Hub design increases integration across LEP work to accelerate rollout.

PART B. NEED OF THE AREA

1. Need of the area in which the Hub will operate

Establishing the Hub gives us a model to create a community of practice in which we use our

strengths to help address geographical and thematic areas of weakness or need. Dorset had four Cold Spots in the 2018 CEC analysis with 'In Need' prioritisation indicators of:

#	In-Need Indicator	Dorset LEP area %	National av. %
3	% A-levels entered that are STEM (Maths & Science only)	28.2	30.9
6	% 16-17 years recorded as NEET	7.1	5.4
7	% employer establishments who had anyone in on work experience	29.0	38.0
8	% employer establishments who offered any work inspiration	6.0	10.0

This makes Dorset LEP one of only 11 LEP areas showing four indicators of need. In addition Dorset LEP area was within 0.5% of being shown as In Need on a fifth Indicator (only two LEPs had five such Indicators):

#	Indicator almost In-Need	Dorset LEP area %	National av. %
4	% STEM A-levels that are entered by girls (M&S only) *Cambridge LEP shown in need at 40.9	41.4*	42.5

Dorset has a public perception of being an affluent, tourist area with high property prices and many social advantages. However this is a distorted picture and behind that perception are significant areas of disadvantage including selected wards in our conurbation such as parts of Boscombe and Hamworthy; much of Weymouth and Portland; and most of our rural hinterland. In these areas young people can suffer from a lack of parental aspiration or resources; restricted access in the rurality to transport restricting work experience, placements and travel to study/work options; with weak links to progression routes for FE/HE or Apprenticeships. 11 of 12 Opportunity Areas (OA) are above Weymouth and Portland on the Social Mobility Index and yet receive intensive support from DfE. Weymouth and Portland were unsuccessful in achieving OA status. The Hub will help address some of the investment needed to raise aspiration. In Weymouth & Portland for example the percentage of young people eligible for free school meals at 15 years entering HE by 19 years is only 17% compared to Westminster which stands at 53% (*Social Mobility Index, 2017*). The overall Social Mobility Index changes reinforce the Dorset case showing relative positions out of 324.

LA	2016	2017	movement
Bournemouth	165	245	-80
East Dorset	138	147	-9
North Dorset	151	216	-65
West Dorset	124	187	-63
Weymouth & Portland	287	322	-35

In Oct 2018, the Social Mobility Index was analysed by parliamentary constituency and classed South Dorset (Weymouth & Portland with Purbecks) as bottom of the 533 parliamentary constituencies across England. Dorset suffers from areas which can only be described as aspiration deserts. Recent findings from Dorset Young Researchers showed young people in our rural areas feeling isolated from opportunities and 50% of those who access pupil premium not knowing what they will do after formal education. Sustained destinations to higher education are 13% lower than the national average for Bournemouth & Dorset LAs; Poole is 7% lower.

We will work in each of the Hub clusters to develop local actions to 'close the gap' by 50% by 2020 against the national average of the four In-Need Indicators and the fifth almost In-Need Indicator shown above. For disadvantaged groups we will raise aspirations by working with Dorset's employers, FE and HE providers to increase meaningful encounters and improve young people's awareness of study and employment options.

Dorset has a productivity gap of £2.5bn per year against national benchmarks and recent work commissioned by Dorset LEP shows the skills component of this annual output gap is £325m, with Enterprise showing at £461m. We need to increase the number of NVQ Level 4 workers; improve digital skills; fill vacancies in high skills occupations; and increase business births. This will not be possible without the highest standards of careers advice and education. The Hub will provide additionality to the current EC and EAN work by spreading good practice across the whole LEP area, raising the profile of careers education and local opportunities amongst young people, education providers, parents, carers and employers. We have many schools that do not know how to create relationships with local employers and many employers who are willing to help but do not know how to approach their local schools. The Careers Hub will fill that gap through sharing, creating and spreading stronger networks with a particular emphasis on using the strong employer networks already created by colleges and others.

The schools in the Hub pilot have a robust understanding of the career education needs of their pupils as evidenced in near 100% sharing of Compass (Appendix 2). All will complete termly in the Hub. Colleges have committed to completing Compass for Colleges. Tracker will be used to record careers and enterprise activities across all schools in the pilot and an alternative method will be used in colleges – our late entry to the CEC programmes mean that we are still building expertise in how to best use Tracker.

Our local high productivity sectors have clear STEM skills requirements to support predicted growth. The Hub will provide additional resource to facilitate STEM employers working with the curriculum, support events such as Big Bang and Careers and Apprenticeship Show, enhance teacher CPD and challenge stereotypes of STEM careers. We secured £191k funding from SUN (NCOP) in 2018 to widen disadvantaged participation in higher education which includes careers advice. Outcomes include increased numbers of students accessing guidance; community events to influence parents/carers; Careers and Apprenticeship Show. Ongoing funding is likely into 2021 to meet shared areas of concern in careers education and progression. Dorset Young Researchers provides impactful insights into the views of young people on careers needs and priorities (All Saints school introduced work experience as a direct result of their 2018 research feedback) and we will use this growing body of evidence to shape practice through the Hub.

2. Working with the provider landscape

The hub will help us to draw together a currently fragmented careers offer in Dorset (Appendix 1) and act as a catalyst to deliver a stable careers programme across Dorset. Local Government in Dorset is reorganising with nine councils being re-engineered into two Unitary Authorities - Dorset Council and Bournemouth, Christchurch and Poole Council (BCP) in April 2019. This presents a unique chance to increase strategic integration and collaboration across the public sector in Dorset, which the LEP is working towards. The Careers Hub will provide a focus for integration of effort, provision, quality and resources to meet shared challenges. We also hope it will help attract further investment from CEC for funded interventions using approved CEC suppliers.

PART C: PLANS FOR WIDER BENEFIT

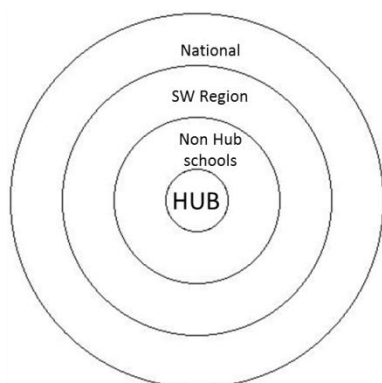
1. Plans to share the lessons learnt from the pilot

We have established a number of projects utilising our limited funding. This includes developing good relationships with SUN (NCOP) providers and we understand this represents one of the network's most innovative relationships nationally. We will leverage this including dissemination through national SUN (NCOP) conferences. We will contribute to national learning and best practice including setting up a network of rural EA's to consider specific challenges for careers and enterprise work in rural areas. We will continue to disseminate good practice across and beyond the LEP area using Head Teacher and other communities of practice. An example of using our strengths is our highly successful Careers and Apprenticeship Show (CAS) which has been

cascaded to Southampton and Portsmouth City Councils who are now running their own events in March 2019 based on our experience. Working in partnership with SUN(NCOP), Portsmouth and Southampton City Councils we have shared branding, planning support and resources (including access to our [CAS website](#)). Longer term collaborative development will embed CAS along the south coast in 2020.

Cluster leads together have all the strengths we need for Hub success including expertise, knowledge and track record. We will work with non-hub schools to cascade good practice and share benefits whilst keeping the integrity of the programme using fora including careers EIAG groups; Heads of Sixth Forms; annual conference of careers leaders; careers leader training; our biennial Careers and Apprenticeship Show; middle schools; Dorset Young Researchers with its evidence base on social deprivation, low aspirations and mental health issues; Youth Parliaments; Careers and Inspiration Forum.

The Hub will help build the pipeline towards HE by increasing numbers interested in progression perhaps for the first time in their family. For example, our proactive partnership with SUN (NCOP) is being used to strengthen the weak relationships between HE and our more challenged communities. We will use the Hub network to increase FE provider access to all students and not just selected cohorts to share vocational options. We will use the Central Hub Fund to build school/Careers Leader capacity and sustainability including mentoring and shadowing. The Hub has spheres of influence as below:



Dorset LEP has built strong collaborative links across neighbouring areas in technology, innovation, agri-tech, transport and other key sectors and will leverage those to share lessons learnt from the Hub. We work particularly closely with Solent LEP and Enterprise M3 LEP and in the 'Great South West' multi-LEP collaboration. We will use our business networks to assist dissemination and identify additional opportunities regionally and nationally. We plan to create best practice Employer guides on work placements and experience. We want to use the growing EA Network to capture collective wisdom and learning. We want to change the current Dorset postcode lottery to help create the opportunity of 'a good job for all'. After year 1 we want the Hub to be known for its innovative and effective approach in raising aspiration in areas of deprivation and after Year 2 to be recognised as a Centre for Excellence in Careers affecting change especially for deprived young people

Section C – Potential costs

Please state the total expected cost of running the Hub to August 2020, the funding that your organisation and its partners is investing in the Hub, and the funding you are seeking from CEC.

Table C1: **dummy example** of total hub costs, local contributions and funding sought from CEC (please delete examples and complete). In this example the bid is for a Hub extension of 15 schools/colleges. This would require a new EC to extend the Hub team.

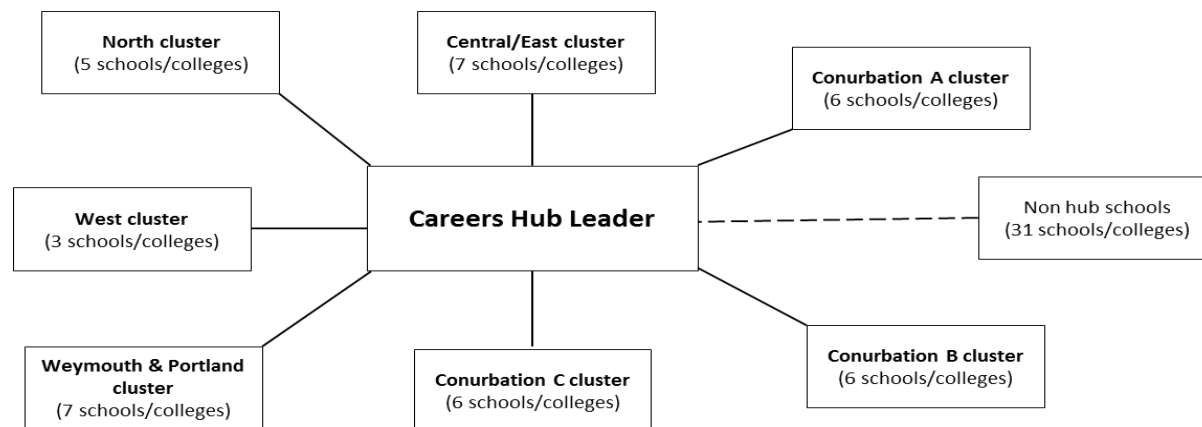
Item	Unit Cost	Total Cost to 2020	Local contribution	Source of local contribution	Funding requested from CEC
Hub Lead salary and on-costs	██████	██████	██████	██████	██████
EC for Weymouth and Portland area (0.6 FTE)	██████	██████	██████	██████████	██████
Central Hub Fund (to be used for building sustainability with emphasis on most vulnerable)	██████████████████	██████	██████	██████	██████
Ring-fenced intervention fund for Weymouth and Portland cluster (to support one-off careers events, student travel to employers, support from CEC approved suppliers)	██████	██████	██████	██████	██████

Section D

D1: Details of any other resources (if any) being contributed by local partners to enhance the reach of the Hub that is not captured elsewhere.

There will be line management of the Careers Hub Lead by the Dorset LEP Skills Lead. Provision of office space/equipment and a travel budget from Dorset LEP. Match funding by the LEP of the fifth EC.

D2: A clear description of the organisational design of the Hub – for example an organogram.



Only principal relationships shown for simplicity

	Supporting Hub schools/colleges	Supporting Non hub schools/colleges	Notes
Careers Hub Lead	5	N/A	Allocation to be agreed
Enterprise Coordinators 1 & 2	18	13	Conurbation clusters A,B and C
Enterprise Coordinators 3 & 4	10	18	West/North/Central clusters
Enterprise Coordinator 5	7	0	Weymouth & Portland cluster
TOTAL	40	31	

D3: The name of any existing Enterprise Coordinators who will be working as part of the Hub.

Catherine Beater (Senior Enterprise Co-ordinator)

Laura Bush (0.5 FTE)

Robert Firth

Andrew Holland

Fifth EC (0.6 FTE) to be appointed

Section E: please list the names and types of establishments within the bid including pupil numbers and the name of the senior leader committing the establishment to the Hub. Please extend the table to the appropriate number of rows for your Hub.

Cluster name	School/College	Careers Lead	URN	Tracker, Compass & Futureskills commitment	Senior Leader	Pupil Numbers	Ofsted
Weymouth & Portland	Weymouth College	[REDACTED]	[REDACTED]	✓	[REDACTED]	[REDACTED]	2
	All Saints C of E School	[REDACTED]	[REDACTED]	✓	[REDACTED]	[REDACTED]	4
	Atlantic Academy	[REDACTED]	[REDACTED]	✓	[REDACTED]	[REDACTED]	-
	Budmouth College	[REDACTED]	[REDACTED]	✓	[REDACTED]	[REDACTED]	4
	Compass	[REDACTED]	[REDACTED]	✓	[REDACTED]	[REDACTED]	2
	The Wey Valley School	[REDACTED]	[REDACTED]	✓	[REDACTED]	[REDACTED]	3
	Westfield Arts College	[REDACTED]	[REDACTED]	✓	[REDACTED]	[REDACTED]	1
Central/East	Lytchett Minster School	[REDACTED]	[REDACTED]	✓	[REDACTED]	[REDACTED]	2
	Ferndown Upper School	[REDACTED]	[REDACTED]	✓	[REDACTED]	[REDACTED]	2
	Kingston Maurward College	[REDACTED]	[REDACTED]	✓	[REDACTED]	[REDACTED]	2
	The Purbeck School	[REDACTED]	[REDACTED]	✓	[REDACTED]	[REDACTED]	2
	Queen Elizabeth's School	[REDACTED]	[REDACTED]	✓	[REDACTED]	[REDACTED]	2
	The Swanage School	[REDACTED]	[REDACTED]	✓	[REDACTED]	[REDACTED]	2
	Thomas Hardy School	[REDACTED]	[REDACTED]	✓	[REDACTED]	[REDACTED]	1
North	Gillingham School	[REDACTED]	[REDACTED]	✓	[REDACTED]	[REDACTED]	2
	The Blandford School	[REDACTED]	[REDACTED]	✓	[REDACTED]	[REDACTED]	3
	Shaftesbury School	[REDACTED]	[REDACTED]	✓	[REDACTED]	[REDACTED]	2
	Sturminster Newton High School	[REDACTED]	[REDACTED]	✓	[REDACTED]	[REDACTED]	2
	Yewstock School	[REDACTED]	[REDACTED]	✓	[REDACTED]	[REDACTED]	1
West	The Woodroffe School	[REDACTED]	[REDACTED]	✓	[REDACTED]	[REDACTED]	1
	Beaminster School	[REDACTED]	[REDACTED]	✓	[REDACTED]	[REDACTED]	2

	The Sir John Colfox Academy	██████████	██████	✓	██████████	██	2
Conurbation A	Avonbourne College	██████████	██████	✓	██████████	██	2
	Carter Community School	██████████	██████	✓	██████████	██	2
	Highcliffe School	Claire Wilson	██████	✓	Patrick Earnshaw	██	2
	Linwood School	██████████	██████	✓	██████████	██	1
	St Edwards RC/CE Fschool	██████████	██████	✓	██████████	██	2
	St Peter's Catholic Comprehensive School	██████████	██████	✓	██████████	██	2
Conurbation B	The Bourne Academy	██████████	██████	✓	██████████	██	2
	Bournemouth and Poole College	██████████	██████	✓	██████████	██	2
	Oak Academy	██████████	██████	✓	██████████	██	3
	St Aldhelm's	██████████	██████	✓	██████████	██	2
	The Quay- Harbourside and Parkstone	██████████	██████	✓	██████████	██	1
	Winton Academy (and Glenmoor)	██████████	██████	✓	██████████	██	2
Conurbation C	Parkstone Grammar School	██████████	██████	✓	██████████	██	1
	Bournemouth School	██████████	██████	✓	██████████	██	1
	Bournemouth School for Girls	██████████	██████	✓	██████████	██	1
	Corfe Hills School	██████████	██████	✓	██████████	██	3
	Poole Grammar School	██████████	██████	✓	██████████	██	2
	Poole High School	██████████	██████	✓	██████████	██	2

Appendix 2

Latest available Compass Data for Hub members (four have completed but not yet shared)

	1	2	3	4	5	6	7	8	
BCP 1	100	100	90	100	100	100	100	87	
BCP2	47	100	57	25	0	50	66	0	
BCP 3	47	100	71	25	100	100	66	0	
BCP 4	76	80	54	25	75	100	83	100	
BCP 5	64	0	71	0	0	100	83	50	
BCP 6	35	50	100	25	0	50	66	50	
BCP 7	88	40	90	37	25	62	41	100	
BCP 8	100	100	100	100	100	87	100	100	
BCP 9	88	100	72	100	100	100	100	62	
BCP 10	100	50	57	50	0	100	33	100	
BCP 11	94	100	81	100	100	100	95	100	
BCP 12	64	50	85	0	0	100	33	100	
BCP 13	58	100	100	68	100	62	54	100	
BCP 14	NA	NA	NA	NA	NA	NA	NA	NA	Not yet shared
BCP 15	100	100	100	100	100	100	100	100	
BCP 16	33	0	50	0	0	0	0	20	
BCP 17	41	100	85	100	100	100	50	100	
BCP 18	100	100	100	100	100	100	100	100	
DC1	100	100	81	100	100	100	100	100	
DC2	100	100	90	100	100	100	75	37	
DC3	100	100	100	100	25	100	95	100	
DC4	70	100	81	75	75	100	91	100	

DC5	80	100	100	93	100	87	79	50	
DC6	88	80	83	100	88	100	100	80	
DC7	88	0	100	75	100	0	0	100	
DC8	88	100	85	25	0	0	50	100	
DC9	76	60	81	75	100	62	83	100	
DC10	94	50	71	74	100	100	83	0	
DC11	17	0	42	0	0	0	50	100	
DC12	70	50	28	50	0	100	50	0	
DC13	23	60	54	56	0	50	80	100	
DC14	16	80	58	100	88	50	33	60	
DC15	88	80	81	81	100	37	91	62	
DC16	70	40	81	81	100	75	50	87	
DC17	5	0	42	0	0	0	50	100	
DC18	15	50	85	0	100	0	16	0	
DC19	70	50	71	0	0	0	33	0	
DC20	NA	NA	NA	NA	NA	NA	NA	NA	Not yet shared
DC21	NA	NA	NA	NA	NA	NA	NA	NA	Not yet shared
DC22	NA	NA	NA	NA	NA	NA	NA	NA	Not completed

Appendix 3

Expectations of a lead school/college

Helping others to improve

- To work with an agreed cluster (and across Clusters where appropriate)
- To develop clear expectations of the Cluster and understanding of the role of a Lead School/College
- Taking responsibility for helping a Cluster to improve along with the wider Hub
- Share learning and disseminate good practice beyond their own school or college with wider audiences e.g. both Hub and non-Hub schools & colleges, LEPs, employers and other organisations
- Take a lead in building a community of practice, taking a lead role in school/college network meetings
- Influence Senior Leaders in other hub schools and colleges as well as ensuring collaborative working

Improving own organisation

- Lead schools/colleges should be achieving all or most of the Gatsby Benchmarks or be able to show evidence of making rapid progress on Gatsby Benchmarks or other areas of school improvement
- Lead schools/colleges should be delivering the requirements of the strategy such as publishing of careers and access policy

Wider responsibilities to the Hub

- Act as an advocate for the work of the Dorset LEP Careers Hub
- To support the Cluster and Hub with quality assurance interventions
- Lead schools/colleges should be willing to work with Hub Leads and CEC teams to feedback on elements of the Careers Strategy and be willing to contribute to the development of the support and resources
- Work with Hub Lead to build capacity within hubs schools and colleges through training and development of staff
- Be solution focused and open to new and innovative approaches to achieving the benchmarks
- Sit on the appropriate governance forum
- Take the lead role in ensuring that Youth Voice is represented within the Careers Hub