



Doncaster Council

Report

Date: 20.11.2018

To the Chair and Members of Cabinet

Middle Tier Organisation Proposal

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr Nuala Fennelly, Cabinet Member	All	Yes

EXECUTIVE SUMMARY

1. This report sets out an approach to improve the quality of careers education, information, advice and guidance in the borough, both now but crucially in the future. The Mayor's borough strategy, 'Doncaster Growing Together' has within its 'Doncaster Learning' theme the Social Mobility Opportunity Area programme. The proposed approach builds on initiatives being put in place through the Social Mobility Opportunity Area programme, by adding additional Council funding to support the development of a new Middle Tier Organisation with the function of improving the links between education and business, to the benefit of both.
2. This new organisation, will be based on the highly successful experience of EXPECT Youth, the first such Middle Tier Organisation, made up of an alliance of organisations in the borough which was pioneered and facilitated by the Council to deliver a universal youth offer. A new organisation will be developed alongside the Doncaster Careers Hub (more detail on this at Annex A), with the view that in the longer term it provides a home for this function, that is not dependent on central Government funding, but sustained in the place through funding from the education and business sectors, and through successfully bidding for available funding pots.
3. This new organisation will help ensure that the borough's young people, whatever their background have access to high quality careers education, information, advice and guidance, jobs and future careers. It will build on, support and expand the positive work that will be delivered through the Doncaster Careers Hub.
4. By creating this new venture we will have improved opportunities to secure additional funding and support the financial sustainability of Doncaster Careers Hub, It will also further developing the Doncaster Skills Academy offer based on the growing understanding of what is required locally, through the careers hub.
5. In order to create this exciting approach we are proposing using existing funding

committed to the Doncaster Careers Hub, and to bolster this with additional funding from the Social Mobility Opportunity Area aligned alongside resources from the Careers and Enterprise Company.

6. This report is seeking approval to further investment £325k over 4 years to invest in the leadership and commission service transformational activities to make this new initiative a success

EXEMPT REPORT

7. N/A

RECOMMENDATIONS

8. This report recommends that Cabinet:
 - (a) approve further investment of £325k over 4 years to invest in leadership and commission service transformational activities to make this new initiative a success.
 - (b) approve the delegation of a grant agreement between the Council and the Doncaster Chamber of Commerce, to the Director of People, in consultation with the Director of Finance and Cabinet Member for Children and Young People. This will include the governance arrangements and performance management of the grant objectives.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

9. The Middle Tier Organisation will strengthen links between the business and education sectors, ensuring that more young people have meaningful encounters of the world of work. The organisation will ensure that this vital function is sustained in Doncaster beyond the lifetime of the Social Mobility Opportunity Area Programme, without a dependency on central Government funding. The Middle Tier Organisation will also raise aspirations of Doncaster young people by helping them to experience and understand the workplace.

BACKGROUND

THE CASE FOR INVESTMENT

10. The need for improved careers education, information, advice and guidance has been raised through three separate reviews of the Doncaster education landscape. Each review started with a different focus, and each used different diagnostic techniques but all came to consistent recommendations.
11. In 2016, the Independent Commission on Education & Skills was tasked to review and report upon the local education and skills sector and make recommendations for change and improvement. This resulted in the One Doncaster Report, launched on 21 October 2016. The Commission found that fewer young people in Doncaster were reaching a sustained destination post-16 and post-19 than nationally. There was a clear sense that young people did not feel that they were receiving high quality guidance that reflected all the opportunities available.
12. Careers education, information, advice and guidance was fragmented and in some

places, poor. This resulted in young people not understanding the pathway to their desired career and as a consequence, making poor choices in the selection of qualifications. This resulted in low levels of qualification above Level 3 and 4 and contributed towards the low skilled profile of the local workforce.

13. The Children and Young People's Plan came to similar conclusions, based on consultation with young people, and most recently the Social Mobility Opportunity Area Programme diagnostic process identified a need for improved careers education, information, advice and guidance as set out in priority three - no career out of bounds.
14. There is a clearly identified skills gap in Doncaster which will increase post-Brexit; Doncaster has also been identified as an area where automation will stifle job creation. Indeed, polling data by Doncaster Chamber and the Council evidences that businesses are finding it harder to recruit skilled manual / technical jobs and professional / managerial positions than they were just a year ago (see below graphic). It is imperative that we act now to address both imminent and future challenges.
- 15.



16. Continued pressure on Local Authority funding means we need a self-sustaining model; the borough needs to invest now to save in the long-term.
17. It is worth noting that the head of the Commission, Dr Ann Limb, commented that Doncaster had a thriving business sector, as the sector is expanding and actively engaged in the work of the Council. The efforts in this space need to capitalise on that engagement, and the Chamber are well placed to do just that.

THE RESPONSE TO DATE

18. This is a challenge that has been recognised locally, by the Council but also

Nationally by central government and both have put in place activity to remedy this issue.

19. Through collaboration with the Doncaster Chamber of Commerce and local businesses the Council has established the Doncaster Skills Academy, to bring together education and business and provide valuable employability skills to the borough's young people. Through this, strong links have been made between the Chamber and hundreds of Doncaster employers, who collectively give up over 500 hours a quarter to support schools. The Council and the Chamber have been working together on the Doncaster Skills Academy for the last four years. More background on the Doncaster Skills Academy is available at Annex B.
20. The Careers and Enterprise Company, an organisation funded nationally by the Department of Education has developed approaches to drive up the quality of careers education information advice and guidance, through the Enterprise Coordinator network. The network links schools and business volunteers to help schools plan their careers strategies and deliver meaningful encounters with the world of work, while supporting schools to deliver the elements of careers education, information, advice and guidance relating to employers and the world of work.
21. The Opportunity Area Partnership Board have agreed to develop a Careers Hub, which expands on the Enterprise Coordinator network with extra resource in the form of a Hub Lead, funding for schools to join the Hub and funding to support the development of innovative approaches to delivering Careers education, information, advice and guidance. Most importantly, the Hub will bring together Careers Leaders in schools to form a network to develop and share best practice.
22. There are 20 other hubs being established around the country by the Careers and Enterprise Company and the Doncaster Careers Hub will be able to share best practice with the other hubs, whilst developing its own evidence base of what works, in terms of inspiring the most disadvantaged.
23. This new organisation looks to blend two solutions together, so we have national best practice linked to local businesses, driven by strong local partnerships. In doing so support the development of a virtual team of staff funded through the Careers and Enterprise Company, the Council and the Chamber to collectively improve the levels of business engagement and ownership. This collaboration should ensure the quality of the offer to business and education to the mutual benefit of both.
24. The Opportunity Area funding runs out in August 2020, we don't yet know how long the Careers and Enterprise Company support will remain in place, although we are aware it is finite. The careers education, information, advice and guidance landscape is littered with short lived Government initiatives that have created positive results but ultimately left little or no trace. By building a sustainable solution anchored in Doncaster businesses we avoid this happening and make sure the learning from the Careers Hub is retained, ideally for generations.
25. So far there has been £530k provided by the Social Mobility Opportunity Area & provisional support of a further £105k subject to approval from the Careers and Enterprise Company. This report is seeking further support of £325k, over 4 years, to build the right organisational capacity and provide necessary time to build financial resilience.
26. The Opportunity Area funding puts in place the careers hub, it funds membership of the hub and supports the development of best practice approaches to meeting the

Gatsby benchmarks that define high quality careers education information advice and guidance. It encourages all schools and colleges actively engaged in delivering the best careers advice they can. As mentioned above, the Opportunity Area also is expected to fund a post to develop business links, to secure additional funding sources and to further develop plans to establish the Middle Tier Organisation as a standalone organisation.

27. The funding from the Council builds on this position by further developing the Doncaster Skills Academy offer, in recognition of the needs of schools and businesses as identified through the careers hub network, by increasing the level of business engagement capacity associated with the Middle Tier Organisation, including events and marketing and meeting costs associated with establishing a new organisation. As the Council funding reduces we expect to see funding from external sources increase as illustrated in table 1 below.

Table 1

	DMBC	Opportunity Area	External Funding¹	Total
2018/19	£25,000	£365,000	£0	£390,000
2019/20	£175,000	£270,000	£50,000	£430,000
2020/21	£75,000	£0	£200,000	£275,000
2021/22	£50,000	£0	£250,000	£300,000
2022 onwards	£0	£0	£300,000	£300,000
Total	£325,000	£635,000²	£800,000	£1,760,000

28. The desired outcomes for the careers hub are as follows;

- Reduction in the number of disadvantaged young people who do not secure a sustained destination post16 to below 50 (currently 150).
- Increase in the number of young people, when surveyed, who rate the quality of the careers advice they have received as good or better. (the precise detail of this target to be confirmed following the first baseline survey).
- 96,000 encounters with employers delivered in Doncaster through the Enterprise Adviser Network (equating to four encounters for every young person aged eleven to eighteen).
- All schools and colleges based in Doncaster assessed to be meeting all eight Gatsby benchmarks using tools such as the Careers & Enterprise Company's Compass careers benchmarking tool.
- Schools actively engaged in the hub network, generating best practice examples and proactively improving the quality of careers education advice and guidance.
- All schools have careers strategies published on their websites.

29. In order to secure value for money we are seeking the following outcomes from the Middle Tier Organisation:

¹ These figures are estimates, based on bidding for government funding and funding from business and education.

² This includes £105k that is subject to approval from the Careers and Enterprise Company.

- Seek out and secure new funding opportunities for Doncaster, from a wide range of sources to ensure ongoing sustainability. The aim here is that the MTO raises over £500k in the next 3 years.
 - Ensure that businesses are supported to become better employers of young people and well placed to benefit from improved social mobility, with an ambition of supporting 100 businesses over the next 3 years.
 - Ensure Doncaster young people receive at least one meaningful encounter with the world of work every year of their secondary school career
 - Ensure that encounters with the world of work are genuinely meaningful through collection and analysis of robust evaluation data.
 - Provide a sustainable long-term skills model which builds locally-based capacity in Doncaster.
 - Maximise local investment by developing capacity and competence within local partners and providers – particularly those with a long-term commitment to the betterment of the borough.
 - Produce clearly sign-posted mechanisms for system improvement ensuring schools across Doncaster engage in a meaningful way, supporting delivery of the Doncaster Growing Together strategy and inclusive growth in Doncaster.
 - Place activities outside of education settings
 - Bring careers education, information, advice and guidance into the 21st Century (utilising digital badging, modern dashboards and app-based delivery).
 - Increase in the number of young people, when surveyed, who rate the quality of the careers advice they have received as good or better, from the baseline set by the hub.
 - Provide a legacy for the Careers Hub in Doncaster to ensure that national best practice is harnessed and utilised in the long-term and that skilled staff are retained in the new Middle Tier Organisation.
 - Ensure that the Careers Hub interventions, in the short-term, are supported by a local organisation that provides support, capacity and local economic context.
30. The sorts of activities the Middle Tier Organisation might facilitate include, meaningful work experience, Investors in Young People / Kite Mark for employers, careers fairs, industry visits, train the trainer (ensuring the quality of business interaction with young people) etc.
31. The Middle Tier Organisation will be a partnership of local stakeholders, including large businesses, educational organisations, potentially local universities and careers guidance providers. The exact make up has yet to be decided but it would follow the EXPECT Youth model to a degree. It will bring together organisations to be greater than the sum of their parts with greater bidding power and ability to lever funding out of all available sources, including Government, charitable and philanthropic sources, plus the education and business sectors.
32. We propose developing the Organisation through the Chamber as the Chamber has an established record in this arena via the Doncaster Skills Academy. The Chamber is committed to inclusive growth and an anchor member of the Team Doncaster partnership. The Chamber is owned and led by the business community but includes co-opted leaders on to its decision-making board from the education community and the Council's Cabinet ensuring full accountability and transparency with the borough. Unlike many organisations in this arena, the Chamber is a not for profit business.
33. The Chamber has shown leadership in this area and taken considerable operational and financial risks to become an active participant in the careers education, information, advice and guidance policy area. At the start of this journey, the delivery

landscape looked very different to how it does at present; as such, the Chamber's leadership agreed to occupy this space for the borough because no other agency was doing so. The world has since moved on and the Chamber therefore agrees with its key partner the Council that the best home for this activity in the fullness of time is a new independent body. However, partners believe that to give the Middle Tier Organisation the greatest chance of success, and also to avoid immediate confusion with the Careers Hub, that the most sensible approach is to develop the new model within the Chamber for two years – where it can take advantage of private sector leadership, the Chamber's partnership ethos, and back office resource – prior to launching as a standalone company in April 2021. The opportunities concerning the future organisational format will be assessed with a full options appraisal to be developed in due course.

OPTIONS CONSIDERED

- 34. Approve funding for Middle Tier Organisation to go ahead and be developed by Doncaster Chamber of Commerce
- 35. Do nothing.

REASONS FOR RECOMMENDED OPTION

- 36. **Best Practice** - The model follows best practice that has already been established in Doncaster, including Expect Youth and Partners in Learning. Partners in Learning, particularly at primary have been a driving force in the Opportunity Area but have also brought real collaboration to the local primary sector, as recognised through the recent One Doncaster Commissioners revisit. The Middle Tier Organisation will seek to provide a step change in the way that key partner organisations work together to ensure that local, national and international careers opportunities are made available to every young person in Doncaster.
- 37. **Private sector ownership** - This proposal recognises that employers are also customers of social mobility and therefore want to access as wide a talent pool as possible. This proposal ensures that private sector ownership and leadership will be embedded in Doncaster's careers strategies to ensure that they can access the skilled and talented people that they need to grow and thrive; this proposal also recognises that whilst skills must to be developed that employers' needs, those skills must be developed and nurtured in a style and manner that Doncaster's young people and educationalists want.
- 38. **Partnership approach** - The proposed Middle Tier Organisation is a genuine partnership between the business and education community that will be synergistic with the Careers Hub and provide a long-term sustainable solution to guide the development and implementation of Doncaster's careers strategies. By bringing together key anchor partners, it will be more than the sum of its parts. By dovetailing with the Careers Hub it will ensure that national resource and best practice perennially has a local flavour. By using transitional funding from the Council and the Opportunity Area and Careers and Enterprise Company , the Middle Tier Organisation has improved chances of securing additional external funding and ensure that local business and education partners are strategically co-investing into Doncaster's careers activities.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>Provides high quality careers education, information, advice and guidance to enable citizens access to opportunities.</p> <p>Engages with the business community and forges greater links for sustainable careers landscape.</p>
	<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	<p>Fulfils our ambitions to provide young people with the best start in life through offering them access to high quality careers education, information, advice and guidance.</p>

	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	
	<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	

RISKS AND ASSUMPTIONS

39. There is a risk that the Middle Tier Organisation won't generate as much funding as anticipated. This risk will be mitigated by: developing an offer that meets the needs of schools and businesses; focused engagement of business; and the creation of a high performing bid writing function. Experience of EXPECT Youth is that this coordinated bidding approach is effective.

LEGAL IMPLICATIONS [Officer Initials ND Date 19th October 2018]

40. Section One of the Localism Act 2011 provides the Council with a general power of competence, allowing the Council to do anything that individuals generally may do.
41. The provision of grant funding to the Chamber of Commerce will need to be subject to a funding agreement setting out the obligations of the Chamber and any restrictions on the use of the money. The funding will need to comply with the requirements of FPRs including the need for Cabinet approval.
42. Specific legal advice will be required as this matter progresses.

FINANCIAL IMPLICATIONS [Officer Initials DB Date 23rd October 2018]

43. It is proposed to use £325k from the Service Transformation Fund (STF) to grant fund Doncaster Chamber of Commerce to support the development of the Middle Tier Organisation Proposal; £25k in 18/19, £175k in 19/20, £75k in 20/21 and £50k in 21/22.
44. Opportunity Area Grant funding of £530k has already been agreed and committed to the Careers Hub, included in Executive Board report in August 2018, however the development of the Middle Tier Organisation proposal is dependent on additional leadership capacity which has been provisionally supported by the Opportunity Area Programme.
45. The proposed grant of £325k to Doncaster Chamber of Commerce requires Cabinet approval as the financial value is greater than £50k as covered under financial procedure rule (FPR) E14. An appropriate funding agreement will also be required as outlined in FPRs E15-E16.
46. Approval for securing funding from the Service Transformation Fund is required by the Chief Finance Officer, Steve Mawson in consultation with the Chief Executive, Jo Miller. Updates should be provided to Executive Board on a six monthly basis, or more frequently, if required. If the recommendation is approved, this requirement will have been met through this report and no further approvals will be required. The Service Transformation Fund can accommodate this request, if approved.

HUMAN RESOURCES IMPLICATIONS [SB Date 16th October 2018]

47. While there are no specific HR implications resulting from the contents of this report at this time, there may be implications in the future depending on the decisions to recruit to the Middle Tier Organisation, further HR advice should be sought at that stage.

TECHNOLOGY IMPLICATIONS [Officer Initials PW Date 16/10/18]

48. There are no anticipated technology implications in relation to this report. A proposal for the procurement and delivery of a careers education, information, advice and guidance digital solution was considered and agreed by the Technology Governance Board (TGB) in August 18. Where further technology requirements are identified to support the delivery of the Middle Tier Organisation and/or the Careers Hub, these will also need to be considered by TGB.

HEALTH IMPLICATIONS [Officer Initials RS Date 16/10/2018]

49. Middle Tier Organisations are one way of organising delivery closer to the particular challenge. As such this approach could support improved governance and empowerment which could lead to improved health and wellbeing. Decision makers will want to consider how investing in this approach compares to other options and consider the effectiveness of this approach and the Return on Investment (ROI). Ongoing monitoring of impact and equality impact of this approach will be important as will sustainability.

EQUALITY IMPLICATIONS [Officer Initials RM Date 22/10/2018]

50. Any appointments made to the Middle Tier Organisation within the Chamber would be subject to usual equality principles. The services provided by the Middle Tier

Organisation would be universal but particularly targeted at disadvantaged young people and vulnerable groups so should disproportionately impact protected groups.

CONSULTATION

51. The development of these proposals have involved consultation with a wide range of partners including, Doncaster College, Partners In Learning, National College of High Speed Rail, Cast, private sector, young people (including two detailed sessions at Ridgewood with Ed Miliband MP), Club Doncaster, Doncaster Chamber's own directors, Sheffield Hallam, Doncaster UTC, Department for Education, Expect Youth, Team Doncaster (via Portfolio) and NHS.

BACKGROUND PAPERS

52. NA

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What is a Careers Hub?

Background

A Careers Hub is not a physical structure; it is simply an extension of the Careers and Enterprise Company offer already in place in Doncaster, with some important additions.

It is based on a pilot in the North East, which saw really significant impact over the two years of the pilot. We have looked to learn from their experience here in Doncaster, and this proposal reflects that.

At its core the Hub is about bringing together a network of careers leaders in schools who will work together with partners (Higher Education, employers, providers) to achieve the Gatsby Benchmarks in their schools thereby improving careers provision for young people. This will involve identifying, developing and spreading innovative best practice around the most effective ways to inspire young people and help them make the right decisions.

<https://www.nelep.co.uk/wp-content/uploads/2018/05/careers-hub-background-information.pdf>

Careers & Enterprise Company – Doncaster

In Doncaster we had two Enterprise Coordinators – Lee Douglas (although Lee has recently successfully applied for the Careers Hub Lead post) and Zoe Catterall who are supporting all 29 secondary schools, colleges, Special Education Needs and Disabilities schools and Pupil Referral Units in improving their careers education, information, advice and guidance. They currently do this by:

- encouraging schools to use Compass to audit where they are against the Gatsby benchmarks and then consider how they raise their performance
- facilitating links with Enterprise Advisers – Senior business volunteers who provide strategic support with a school's careers plan, and provide opportunities for meaningful employer encounters
- providing a virtual wallet for schools to purchase products from a prescribed menu to support them against benchmarks 5 and 6 (which relate to experience of the world of work and meaningful impact with employers).

The Careers Hub Solution

Schools who wish to be part of the Hub will need to actively opt in and sign up. This will allow schools to access significant benefits, but signing up will mean making a two year commitment to participate in the Hub.

This way the Hub effectively tackles a number of issues around delivering high quality careers education, information, advice and guidance in schools.

- It gives schools funding and access to networks to develop best practice solutions that meet local needs.

- It brings together learning from across the 21 other Careers and Enterprise Company funded Careers Hubs across the country, generating a huge amount of best practice from which schools in the Hub can benefit.
- It ensures schools commit staff resource to the role of adequate seniority and sufficient time.

This has been shown to be a powerful combination in improving the quality of careers education, information, advice and guidance in the North East.

The Hub Offer - Supporting the Gatsby Benchmarks

- £1500 a year for two years to be part of the Hub – this is to support the schools careers education, information, advice and guidance activity and Hub participation, including the generation of case studies
- Access to a significant central Hub fund of £3500 a year for two years.
- Advice and support across all 8 Gatsby benchmarks from the two existing Enterprise Coordinators and an additional Hub Lead, who we are in the process of recruiting
- Fully funded careers leader training and funding to cover backfill for attendance on the training. This is the same training some local schools have applied to the Careers and Enterprise Company for. All schools in the Hub will receive this fully funded.
- Access to a wider range of employers - the Hub will engage employers across a whole range of potential interactions with education, including provision of work experience and workplace experiences more broadly and provision supported internships for Special Education Needs young people among other things.
- Best practice gathered across all careers leaders in the Hub and evidence of what works from across the same schools, including access to the wider evidence base coming through the Careers and Enterprise Company Hub network of 21 other areas. This means access to a huge amount of best practice and emerging evidence
- Support accessing the wide variety of careers education, information, advice and guidance available - through the Hub we plan to draw together a catalogue of local providers and their offers, over time, through the collection of data from schools we will be able build a picture of which offers support which cohorts most effectively.

Minimum Expectations

To access the support set out above schools have to opt in and sign a memorandum of understanding. Through this MoU schools will commit to:

1. ***Named Careers Leader*** – Statutory requirement

- a. Identifying a careers leader, of appropriate seniority and ensuring that person has capacity to invest time and energy into the role. To ensure the benefit of the careers leader training we would like schools to try and commit to careers leaders remaining in post for two years. Regular fluctuation of the careers leader will reduce the Hub's efficacy over time (but we realise this is not entirely within schools' gift.)
- b. The careers leader will be required to attend half termly meetings to discuss different aspects of Career Education Information Advice and Guidance, across the Gatsby benchmarks based on what the Compass data suggests are common areas of weakness or specific areas the schools themselves are interested in. Through

this group the work of the Hub will be acutely focussed on the needs of schools but for this to be effective schools need to buy in and commit. The schools participating in the North East pilot rated this network as the most valuable element of the offer. It is through these meetings that Central Hub funding attached to the Hub will be allocated, on projects determined by the group to meet identified weaknesses.

2. **Careers Plan** - Produce & Publish a Careers Strategy and Plan on their website and three years of destinations data – Statutory requirement
3. **A Careers Quality Award** - Commit to achieving a careers quality mark by 2020 – Highly Recommended
4. **Post 16 Common Applications** - Support the Common Post 16 Application Process, to better track movement of young people across the borough, and avoid young people falling between the gaps. – Highly Recommended
5. **Quality Assurance** – Help develop and implement a Quality Assurance process that evaluates the impact of the activities their young people participate in, with interviews/surveys before and after the events. This will develop a growing evidence base of what works - Compulsory
6. **Data Tracking & Monitoring** – We will also ask schools to:
 - a. use Compass to measure their position against the Gatsby benchmarks;
 - b. use tracker as a planning tool if they don't use other comparable planning tools already; and
 - c. track attainment data, although this will be in line with their own ongoing tracking. – Compulsory

Further background on the Doncaster Skills Academy

1. The Doncaster Skills Academy has been developed over a four year period (preceded by some very discreet pilot activity). All the interventions developed are based on the core employability competencies that were defined by the Doncaster private sector through the Work and Skills Board. The key strands of this work (all of which support social mobility) are: Raising Aspirations, Employability, Enterprise and Financial Literacy.
2. The Doncaster Skills Academy has a proven track record for leveraging in financial contributions from elsewhere (external funders such as Edge Foundation / schools including: XP, Hall Cross, Hungerhill, Campsmount, Sir Thomas Wharton) all of which supports wider delivery beyond the activity that can be funded through the Council. To date, 25,000 learners have been supported. 500 volunteering hours are gifted to Doncaster Skills Academy by businesses every quarter. Around 300 businesses are engaged in delivering activities in some way, there are a nucleus of around 150 that support the project regularly. Doncaster Skills Academy deliver the borough's largest careers event 'Skills Fest'; over 2,000 young people are already booked on to attend next year's event.