

CRAC

The Career Development Organisation



annual report 2008-2009

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Foreword from Chief Executive

Like many small organisations the challenges brought by the recession have been keenly felt, yet, despite the much tougher external environment, our financial results were satisfactory and we have accomplished much.

June 2008 saw the official launch of Vitae. Building on the successes of the UK GRAD Programme and UKHERD, Vitae has established itself firmly as a world-leading programme for the personal, professional and career development of postgraduate researchers and research staff. Delivered on behalf of Research Councils UK, its achievements have been far-reaching, from playing a significant role in the strategy and implementation of the Concordat to Support the Career Development of Researchers to delivering practical support through its national conference and online presence. Though modest in size, we are enthusiastic about the launch of the 'Vitae Innovate' fund which will deliver its first projects in 2010.

Innovation remains at the heart of our agenda with icould at its centre. This is our major new resource which uses the power of real people's stories to support and inspire career decision-making. Available free at its dedicated website (www.icould.com) and through social networking sites, icould offers 1,000 broadcast quality short films of personal career stories. It aims to stimulate career thinking for young people and provide food for thought for those at other stages in their career. The labour market is, at present, daunting and flexibility is increasingly important for all jobseekers; our

icould storytellers offer real-life examples, solutions and, importantly, hope for those in any circumstance. It will be particularly valuable for those leaving school, college or university. I am incredibly proud that we have established this vital national resource and strongly believe it will have a positive impact on the lives of many in these difficult times. We are indebted to Harvey McGrath, the business leader and educational philanthropist, who has made this innovation possible.

Our knowledge and research function is gaining in reputation.. We were delighted to support the work of the Panel for Fair Access to the Professions, chaired by Rt Hon Alan Milburn MP, by conducting an extensive piece of research amongst young people to better understand their aspirations towards careers in the professions. We are now working with the Department for Business, Innovation and Skills to understand the career thinking of STEM graduates, especially those who have elected to work in other occupations. We are also conducting further research amongst career advisers and young people alike, with the focus for the coming year on the impact of the recession on careers advice and decision-making. Our 'Decisions at 18' conference, held this year at Lancaster University, was extremely well received by careers advisers and employers alike, with over 250 participants engaged in discussion around innovation and inspiration in information, advice and guidance over the three-day event. Although we have yet to attract significant sponsorship for the event,

particularly from Government, 'D18' now seems to be a firm fixture in the annual calendar of those working in the field.

The future outlook remains challenging but now, more than ever, career development is important, for young people and adults. We will need to continue to innovate yet draw on both our reputation and experience in order to secure support and continue to exert our desired influence upon the public and corporate sectors. It helps us that our Board of Trustees and the icould Board continue to provide strategic support and advice. We were delighted to welcome Sir Richard Sykes as our new Chair of the Board and, more recently, Doug Richard as a new Trustee.

In difficult times, money counts but people count more: our staff have been magnificent and enabled us to achieve everything described in this short report.



Jeffrey Defries
Chief Executive

Policy context

Lifelong career learning and development

With so much change and reshuffling within Government and in and between Government departments, the policy context for our work and the careers/skills landscape in general remains far from simple.

The goalposts have shifted significantly since the Government's acceptance of the Leitch Review of Skills in 2007. While 2008-2009 has been a year of trials and implementation of new skills policy, the recession has brought with it a greater, more urgent demand for retraining and new skills – particularly amongst 16-24 year olds – making the original target year of 2020 less relevant.

Other major changes to the landscape included the launch of the UK Commission for Employment and Skills (UKCES) in April 2008. Although focused in its first year on planning, it set out clear strategic objectives and began establishing a knowledge base with a number of useful reports and recommendations published. The Learning and Skills Council's dissolution and the launch of the Skills Funding Agency and the Young People's Learning Agency draw nearer, with local authorities taking on funding responsibilities for 16-19 year olds. The structures of both the new agencies are forming with appointments having been made towards the end of the year.

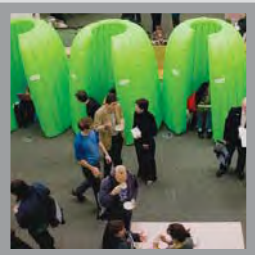
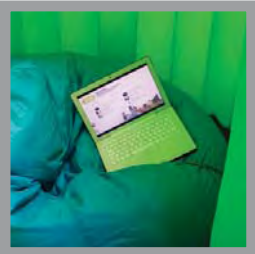
The adult advancement and careers service continues to progress, with ten local pilots, known as prototypes, having launched in autumn 2008. The prototypes aim to trial different delivery methods at a local level. For example, a prototype might focus on developing working relationships between the local authority and voluntary organisations, or on housing issues related to career development. On a much larger scale, national provision now comes in the form of the Careers Advice Service, available by phone, online at directgov and through the network of nextstep offices locally.

The recession has necessitated a raft of policy intended to support jobseekers in the immediate future. While some of these had been long-scheduled, such as the launch of the National Apprenticeship Service, others seemed hastily delivered, such as the Graduate Internship Programme – known as the Graduate Talent Pool. Where the former benefited from scheduled and new funding for apprenticeship places, the latter seemed to many to be an agglomeration of existing internship places, with few new opportunities for graduates.

Additional millions have been ploughed into training schemes to support those with lower skills who are out of work or at risk of redundancy. Some of this money has also been added to the existing budget for the adult advancement and careers service.

The HE debate was initiated by John Denham MP, then Secretary of State, which included 'The Thrift Report' by Professor Nigel Thrift – a review of researcher careers. The Government also demonstrated its commitment to developing researcher careers in HE with the launch by Ian Pearson MP, then Science and Innovation Minister, in 2008 of the Concordat to Support the Career Development of Researchers.

icould



Over the past twelve months CRAC has developed a bold, original and highly innovative service. icould is an online resource aimed, in the first instance, at young people and the very basis of the service goes to the heart of ensuring that a generation of aspiring workers is not lost or wasted. The proposition is simple: icould provides access to literally hundreds of personal careers stories in broadcast quality video form, free, on our website www.icould.com, and these can also be accessed by way of the social networking sites used by young people. The stories spark inspiration, aspiration and hope and are told by individuals who range across the entire spectrum of backgrounds and occupations.

icould's creation is timely and relevant. Modern careers are changing, the norms in discussing careers need to be extended and challenged. icould allows for discussion, reflection and social communication. icould does not replace 'face-to-face' careers guidance or support but it does break the reliance on access to what are often a limited range of local networks, businesses and parents to provide examples of 'real' careers. In these uncertain times, information, inspiration and aspiration have never been more needed.

icould is both independent and impartial, providing information that is not influenced or bound by personal, organisational or government agendas. It is also unusual in that it is generic, acting as a window to all sectors and an insight into all types of work and at all levels.

There is an opportunity for icould to bring fresh thinking to the practical means of improving the prospects and hopes of generations of young people. icould has been established as a charitable company in its own right, wholly owned by CRAC. To date it has been backed by an educational philanthropist through its development phase. Beyond this it will run on revenue generation and sponsorship although maintaining its not-for-profit status.





“ I liked hearing how people have picked themselves up and done well even though they didn't know what they wanted at first. ”

Interaction with young people

Throughout its development icould has consulted young people, through a network of partner schools. Two pieces of research were undertaken, one to assess the ways in which young people currently obtain careers advice and one which linked into the government's Fair Access to the Professions campaign.

Future development – working in partnership

The next major development for icould is the launch of a more interactive and personalised version of icould.com in autumn 2009. icould continues to monitor closely how users respond and is developing key strategic and business partnerships to provide users with response mechanisms to build upon the inspiration they receive through accessing the icould films. These include the online mentoring service Horseshmouth and UCAS.

“ It reassures me and makes me think about my future. ”

icould career stories

icould.com went live in spring 2009 with an initial beta testing site, containing half the 1,000 real-life career stories gathered, the largest collection anywhere of independently collected stories on work, career and learning. The concept and site were extensively trialled, tested and discussed with young people across the country.

In collecting the career stories, icould worked across all 26 employment sectors, linking into sector skills councils, trade bodies and trade media.

“ It's easy to use, wide range of stories. Stories about real people rather than invented stories and actors ”

We have filmed with ...

Wolverhampton Primary Care Trust The Hub The Peirian Centre
 Addenbrookes Hospital Leeds Grand Theatre Chaucer Insurance Plc
 Sejour Hair NE Lincolnshire County Council London Borough of
 Lewisham The British Racing School Johnson Matthey Lydd Airport
 Fidelity Investment Halcrow Group Shepreth Wildlife Park NEJ
 Stevenson Ltd Bovis Lend Lease The Paper Company Ltd Cock Pit Arts
 Aggregate Industries UK Ltd Spicers Ltd Jagex Software Ltd The Royal
 Merchant Navy Shakespeare's Globe Theatre Lea Valley Athletics Prime
 Evil Film Set First Scot Rail Calshot Activity Centre Farrer & Co
 Kensington and Chelsea College E.ON UK Tarmac Ltd The Science
 Museum PPG Industries UK Ltd The Eden Project RAF Cranwell David
 Lloyd Health Clubs The Coppid Beach Hotel Britten Sinfonia Realtime
 Worlds Forestry Commission Dakota Hotels Millers Yard Colliers CRE
 The Sage Gateshead Pendrich Steeplejacks Ltd Gibsons Food Saks
 Beauty Humber VHB FCO Services Lothian & Borders Fire & Rescue
 Service Audit Commission The Co-op Cosmopolitan Ceva Logistics
 Nofitstate Circus Scottish Parliament Rolling Sound Vue Cinemas Boden
 NVT Auto Windscreens Disability Alliance IBM London South Bank
 University Arcadia CRC Wood Green Lola Cars Pfizer Funeralcare
 Vodafone The Environment Agency The National Trust Glengoyne
 Distillery David Langdon John Lewis Northend Creative Print Solutions
 Northumbria Police The Princes Trust George Salter School Virgin Active
 Fairstead House School Royal Mail Rope Tech Plas y Brenin Blunderstone
 Prison



Vitae



Vitae, a national organisation set up and managed by CRAC and delivered in partnership with eight regional Hub host universities, is now well established and continues to influence policy development, enhance training and development of researchers and lead research and investigation into the value of supporting researcher careers. Funded by the UK Research Councils, Vitae champions and promotes researchers in higher education and the range of careers they subsequently pursue.

Key achievements for Vitae in 2008

Vitae, launched in June 2008, has built on previous work of both the UK GRAD Programme and UKHERD. Vitae quickly engaged with stakeholders who had been involved with those programmes and built strong relationships with communities who are involved in working with research staff in higher education institutions (HEIs).

In 2008, as well as the largest ever annual researcher development conference, attended by over 430 participants, Vitae ran 34 regional events and provided training for over 500 postgraduate researchers and supported a further 29 locally run training courses. Above all else, the conference made significant strides in exploring the concept of an overall strategy for supporting researcher careers in UK HEIs.

“Really explained the grey areas – honest and informative and has provoked changes”

Career in Academia participant 2008

Influencing policy for enhancing researcher careers

Vitae provided clear input to the 'Thrift Review' (November 2008), as part of John Denham's HE debate, and our activities – past and future – are referenced significantly in the report:¹ Vitae also provided input to the development of the 'Concordat to Support the Career Development of Researchers' and gained clear recognition from research funding bodies and the Concordat Strategy Group of its critical role in the implementation of the Concordat.²

Vitae enabled important policy discussions to take place between the research councils, HE sector and other funders and stakeholders, in relation to the evaluation of activities to develop researcher careers and future funding and sustainability models for embedding training and development in research programmes.

New training programmes for institutions

Four new programme models were developed with and for UK HEIs to impact on and improve the effectiveness of researchers. Vitae launched two 'How to be an effective researcher' programmes, one for research staff and one for postgraduate researchers, as well as a training package for part-time postgraduate researchers and the 'Broadening horizons: career management for researchers' programme for research staff.

¹ www.dius.gov.uk/higher_education/shape_and_structure/he_debate.aspx

² www.researchconcordat.ac.uk/implementation.html

A major new website

Vitae created and launched a new national web portal dedicated to researcher careers, with specific sections for research staff and postgraduate researchers and a separate portal for staff in institutions and policymakers who work with researchers.

The 'Database of practice', hosted on the Vitae site, continues to be an important and valuable resource for the sector. At the end of 2008 it held 583 publicly visible practices, entered by 80 organisations, compared to 460 practices at the end of 2007.



Supporting researchers in employability and career options

During 2008, Vitae provided a range of resources and training activities that enabled researchers to be more confident about what they can offer employers, to consider a range of career options and to manage their time more effectively.

Building evidence for impact

In September 2008 the 'Rugby Team'³ published an 'impact framework' as 'an evaluation model for training and development activity specifically tailored to the context of training and development of researchers in higher education (HE)'. By January 2009, a report highlighting 22 examples of institutional evaluation projects was also published.

The Rugby Team and Vitae also developed a framework for collecting career profiles which highlight the impact of researchers' careers and skills in society, culture and the economy. Vitae published the first two publications in the 'What do researchers do?' series, one containing statistical data on first destinations and the other detailing 40 illustrative career profiles in June 2009.

Vitae also played a key role in the relaunch of the 'Careers in Research Online Survey' in March 2009, which seeks research staff views on many aspects of their employment and career, including the principles of the Concordat.

³A sector-led working group set up following the UK GRAD Programme Roberts Policy Forum in Rugby in January 2005. Its mission is to propose meaningful and workable ways of evaluating the impact and effectiveness of skills development in early career researchers.

“ I can see the relevance of my skills to different environments ” – 96%

“ I am confident of my employability ” – 94%

Participants on GRADschools in 2008

Intrapreneurship and enterprise

Having run workshops on intrapreneurship and social enterprise at the Vitae conference in 2008, CRAC and Vitae published a new report 'Enterprise at work – exploring intrapreneurship in researcher development', investigating intrapreneurship within the research environment in collaboration with nine UK higher education institutions. A second phase of the project, focusing on developing practice and resources to support intrapreneurial capabilities, is underway in 2009⁴.

Courses and development activities

CRAC was contracted to develop and deliver a range of courses during 2008, for Cambridge, Portsmouth, Oxford Brookes and Oxford universities, amongst others, along with two events for the British Council in France and Portugal focusing on international research careers.

⁴www.vitae.ac.uk/intrapreneurship

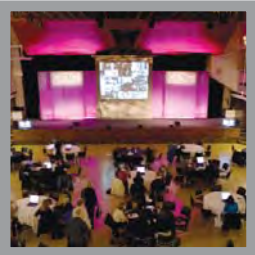
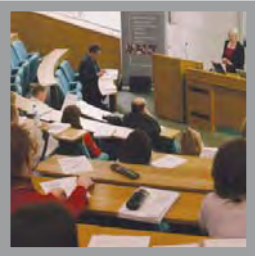
“ (the) time management tips (were) very specific and easy to implement immediately ”

“ The things I've actually changed since being on the course are:

- knowing what is the most important thing to get done (each) day
- learning how to say 'no' nicely
- setting myself realistic targets: (including identifying) what is 'good enough' and what doesn't need to be done. ”

Participants on 'strategies for busy researchers' workshop 2008

CRAC knowledge-based activities



Research and innovation

Towards the end of the financial year, CRAC's Research & Intelligence unit responded to an invitation and won a competitive tender to undertake research for the Department for Business, Innovation and Skills (BIS, formerly DIUS). The project, led by CRAC and supported by NICEC and the Council for Industry & Higher Education (CIHE) seeks to understand why there remains a shortage of graduate-level entrants to STEM occupations, which are apparently attractive careers, while at the same time many STEM graduates choose to enter other occupational sectors. The project combines survey work to understand the career intentions of STEM undergraduates and postgraduates as well as a more qualitative survey of STEM graduates a few years into work, backed up by interviews with employers.

The findings from the project will be key to government's future response to the ongoing shortage of STEM skills and also positions CRAC well as a provider of knowledge and expertise about the career decisions of young people and the influences upon them. This builds upon recent intelligence work around particular STEM occupational sectors, as well as CRAC's innovation work with young people.

During the year CRAC developed and delivered a series of new CPD events for teaching staff and careers professionals in schools to support an initiative to increase the attractiveness of studying mathematics post-16. This complemented previous work in relation to physics, positioning CRAC as an expert in the STEM careers arena, and further work has been won from government enabling CRAC to continue to make expert input to this agenda.

NICEC: The National Institute for Careers Education and Counselling

NICEC is a subsidiary of CRAC and conducts applied research and development work on career guidance and career development in education, work and community settings. Its aims are to develop theory, inform policy and enhance practice through research and development. A separate annual report is available which documents its achievements and strategy.



Decisions at 18

CRAC's annual conference for all those supporting the career decisions of young people, including employers, was held at the University of Lancaster. A firm fixture in the calendar for careers professionals, with over 60 sessions across the three days, there was something to help practitioners working with extremely diverse client groups. In addition to UK participants from Connexions offices, state and independent schools, sixth form and FE colleges and universities, there is a small but growing group of international delegates from as far afield as Cyprus, Dubai and Malaysia.

About CRAC

CRAC is an independent, charitable organisation that was established in 1964.

Our core aim is to **promote and encourage career development and active career-related learning.**

We are proud of our strong and long-lasting partnerships with organisations that see benefit in this approach.

We actively support:

- all those who help people make career decisions, providing up-to-date knowledge and new, innovative ways of working
- employers in their understanding of national education and skills policies and their development of career-related learning programmes
- career development practice in relation to specific sectors, industries, age or educational groups.

Our core values

We seek always to be:

- knowledgeable by maintaining, developing and disseminating knowledge around career development and lifelong learning
- innovative by placing innovation at the heart of our activities and ensuring that we remain at the forefront of career development
- collaborative by working with organisations in the public, private and not-for-profit sectors where there is common interest and by bringing together different stakeholders to derive genuine progress and benefit.

List of Trustees

Sir Richard Sykes
(Chairman, appointed 1 October 2008)

Dr Ken Edwards
(resigned, 30 September 2008)

Dr Mary Archer

Patrick Coldstream CBE

Margaret Dane

Mike Killingley

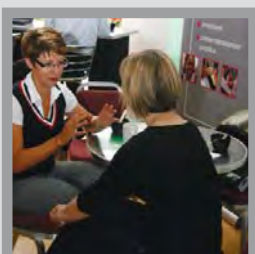
Chris Last

Shiona Llewellyn

Brian Stevens

Andrew Summers CMG

Summary of finances



Simplified Group Statement of Financial Activities for the year ended 31 March 2009

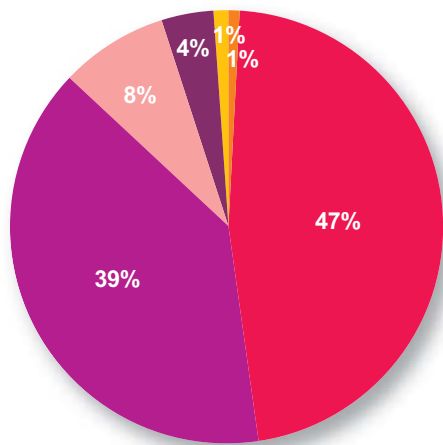
	£
Incoming resources unrestricted	3,826,500
Incoming resources restricted	2,452,999
Resources expended unrestricted	(3,655,008)
Resources expended restricted	(2,093,316)
Pension movements	(28,000)
Net incoming resources for the year	503,175
Actuarial profit on defined benefit pension provision	88,000
Loss on investment assets	(109,959)
Net movement in funds	481,216
Total funds brought forward at 01.04.08	885,598
Total funds carried forward at 31.03.09	1,366,814

Simplified Group Balance Sheet as at 31 March 2009

	£
Fixed assets	72,141
Investments	363,349
Total fixed assets	435,490
Net current assets	931,324
Net assets	1,366,814
Funds	
Restricted	359,683
Designated	100,000
Unrestricted	907,131
	1,366,814

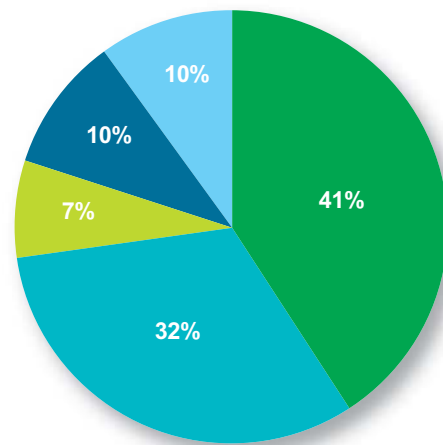
The tabulated figures are a simplified summary of information extracted from the annual consolidated accounts for The Careers Research & Advisory Centre (CRAC) Ltd for the year ended 31 March 2009, and contain information relating to both the Statement of Financial Activities and Balance Sheet. These summarised accounts may not contain sufficient information to allow a full understanding of the affairs of the Charity. The full accounts, which have been subject to audit, are available from CRAC's head office. The accounts were approved by the Trustees on 21 September 2009.

Where our income came from



■ HE and other Research Councils	47%
■ Restricted donation (icould)	39%
■ Other Public Bodies	8%
■ Conferences	4%
■ Corporate	1%
■ Investment Income and Royalties	1%

What we spent our money on



■ Supporting the development of UK researchers	41%
■ Developing and promoting icould	32%
■ Providing knowledge-based services and activities	10%
■ Support and governance costs	10%
■ Innovation in lifelong career development	7%



For more information contact:

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2nd Floor, Sheraton House
Castle Park
Cambridge
CB3 0AX

Tel: 01223 460277

Fax: 01223 311708

Email: enquiries@crac.org.uk

Website: www.crac.org.uk

CRAC

The Career Development Organisation

www.crac.org.uk



Inspiring young people through career stories

www.icould.org.uk

NICEC

National Institute for Careers Education and Counselling

www.nicec.org.uk



Incorporating the UK GRAD Programme and UKHERD

**Vitae is supported by Research Councils UK (RCUK)
and managed by CRAC: The Career Development Organisation**

www.vitae.ac.uk