



One in a Million

Delivered by
SPECTRA

Event Programme

Wednesday 24th September 2025

RSA House, London



Cabinet Office



Department
for Education



LLOYDS
BANKING GROUP



Today's Agenda



Host: Evan Davis
Broadcaster and Journalist

8.30 Registration Opens

Reception in the Marketplace, RSA House Vaults

9.45 Welcome, RSA House Great Room

Message from the Minister: Josh MacAlister OBE MP

The Strip on The Wall: The Covenant of One, the Power of a Million: Matthew Gordon OBE

Fireside Conversation: Sir Peter Bazalgette and Dr Margaret Heffernan

The Piano: Brad Kella

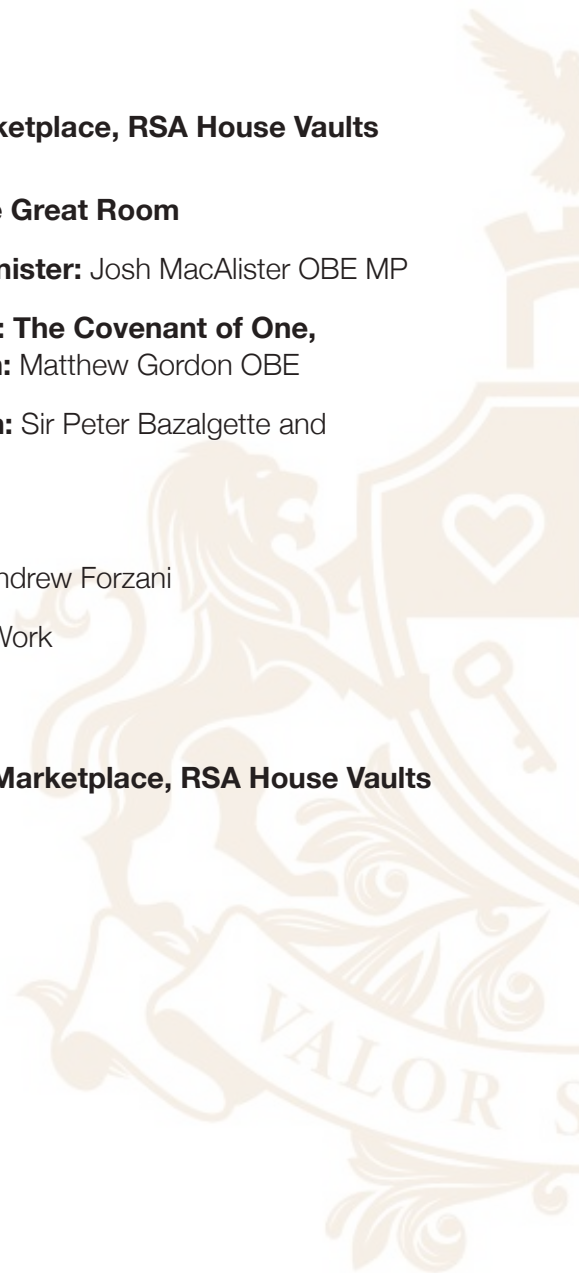
Commercial Break: Andrew Forzani

Panel: Social Value at Work

Signature Moves

11.15 Refreshments in the Marketplace, RSA House Vaults

12.00 Close



Welcome



Matthew Gordon OBE
Spectra Founder &
Chief Executive

Welcome to the launch of **One in a Million**.

A special thank you to Evan Davis for hosting today's event.

Today marks a game changer: for how we deliver social value, boost local economic growth and, most importantly, change young people's lives.

Anchoring the Covenant. At the heart of today's launch is the Care Leaver Covenant. It is a public commitment, funded by the Department for Education and delivered by Spectra, that connects care leavers with life changing opportunities in work, education, wellbeing, money and their home. Since 2018, around 700 organisations have joined this network, demonstrating the power of public and private partners working together.

Introducing One in a Million. But to deliver on the Independent Review of Children's Social Care (2022), which recommended and set out the ambition of creating at least 3,500 new well-paid jobs and apprenticeships for care leavers each year by 2026, we need to go further.

That is where **One in a Million** comes in.

It is our way of mobilising this network into a wider movement, a **Coalition for Change**.

A coalition that challenges Covenant signatories, strategic suppliers and local authorities to embed opportunity directly into procurement.

The **ethos** is simple: for every £1 million earned through public contracts, at least one life changing opportunity will be created for a care leaver.

Acknowledgements. I want to thank the Cabinet Office, especially the Government's Chief Commercial Officer Andrew Forzani and his team, including Clare Gibbs OBE, who first seeded the idea of linking the Covenant with its strategic suppliers.

The Department for Education continues to provide incredible support to the Spectra team delivering the Care Leaver Covenant. Our work is enhanced by an Advisory Board, chaired by Mark Rogers, and by our Business Council.

I would like to pay tribute to Sir Peter Bazalgette for his tireless leadership of the Council, and to warmly welcome Dr Margaret Heffernan as she takes on that role.

Thank you also to Lloyds Banking Group, who recently joined the Covenant network and helped make today's launch possible, alongside the Cabinet Office and the Department for Education.

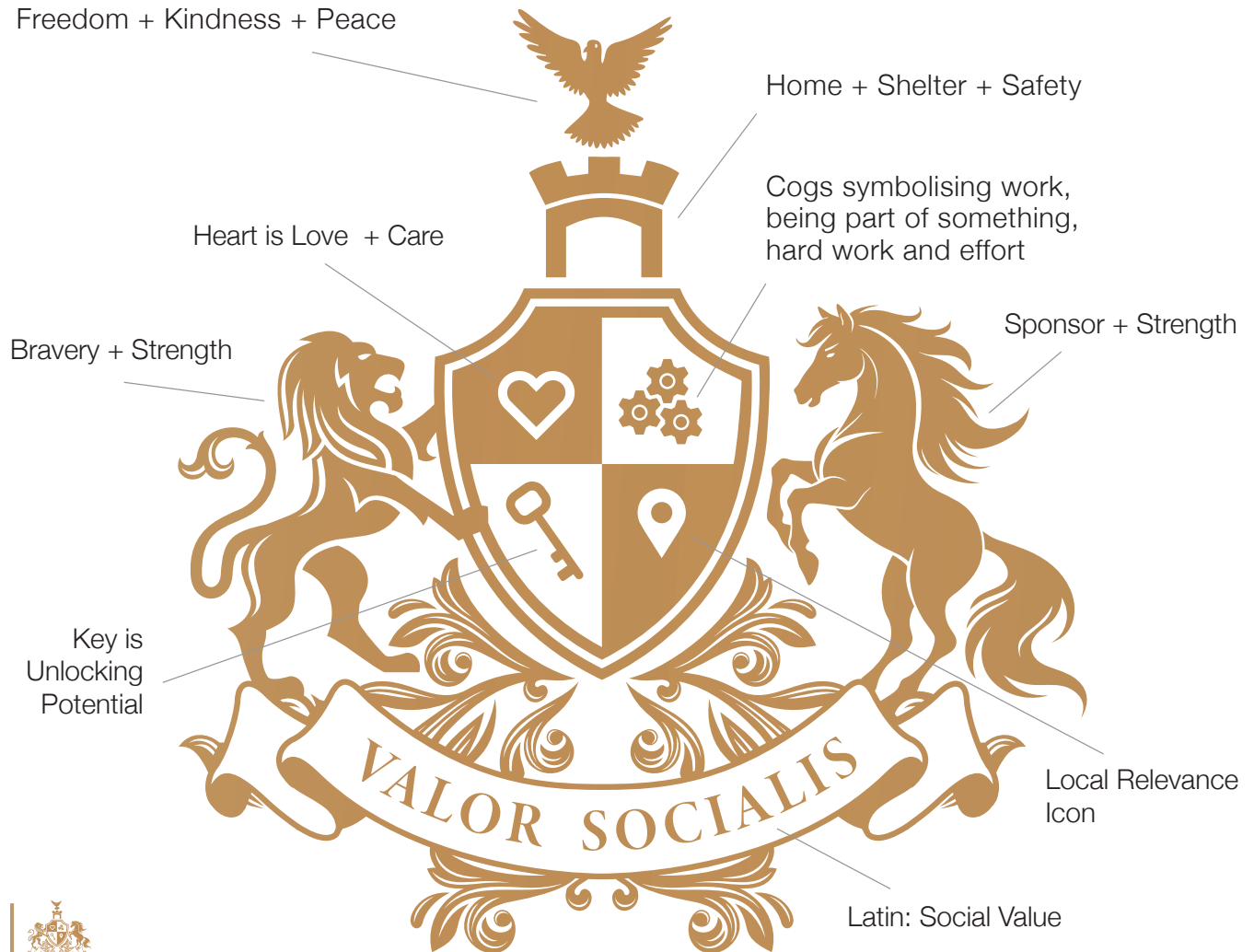
And thank you to Central Fusion and all our partners here in the Marketplace today. I encourage you to visit each of them.

Closing. Finally, the Coat of Arms for One in a Million represents the spirit of this Coalition for Change. My thanks to The Raised Eyebrow Society for creating this identity, and to everyone at Spectra and across our network who has helped bring today's launch to life.

Together, we are building a movement where every young person can truly be One in a Million.

Thank you.

Our Coat of Arms



One in a Million

Creating Opportunity, Together

The Government wants to streamline social value across the public sector, to create stronger relationships with anchor partners, and promote more meaningful social value that supports local economic growth.

The Government's latest Social Value Model, the tool used in public procurements, identifies care leavers as an example cohort which face barriers to employment.

One in a Million is a simple proposition: for every £1 million earned through public contracts, at least one life changing opportunity will be created for care leavers and other priority groups.

Spectra's Social Value Framework has been developed to give organisations a clear and practical way to design, deliver and measure social value outcomes. It seeks to ensure every investment, contract or partnership creates tangible opportunities for people who would otherwise be excluded. It provides a seamless integration of technology with human insight.

The journey starts with a Discovery Phase, a consulting service for businesses which:

- maps the local ecosystem, including procurement spend, employment gaps and opportunity networks
- identifies the most relevant opportunity pathways that link workforce needs with care leaver skills and aspirations
- co-designs a regional model that is grounded in real data, contextualised for the organisation, and deliverable in practice
- provides a framework that can be replicated and scaled across contracts, geographies, and sectors.

Theo is Spectra's AI-powered social insight tool. It combines corporate commitments, contract values and local data to produce actionable recommendations. It translates complex datasets into clear, policy-aligned outcomes, scores contracts against the Social Value Model, and maps delivery pathways that organisations can adopt. It takes its name from the child of the first care leaver to be supported by the Care Leaver Covenant.

This approach builds on Spectra's experience delivering the Care Leaver Covenant and our work with public bodies and companies – including the NHS, Sky and Live Nation (Festival Republic) to design and deliver socially impactful programmes that enhance outcomes for under-represented and under-served communities.

See page 14 for details on how you can join the movement.



The Marketplace


**CF CENTRAL
FUSION**


LLOYDS
BANKING GROUP


The Phoenix
Village Project


Barnardos
EVERY CHILDHOOD LASTS A LIFETIME


IKEA


Madlug

**UNITE
STUDENTS**

**Unite
Foundation**



One in a Million

The Marketplace is our showcase for organisations across the private and voluntary sectors which are already working together to connect care leavers with opportunities.

It features:

- Central Fusion
- Lloyds Banking Group
- Phoenix Village
- Barnardo's & IKEA
- Madlug
- Unite Student & Unite Foundation.

Please take the opportunity to find out how our partners are already working to provide life changing opportunities for young people.

Enjoy refreshments and networking in the Marketplace, located in the RSA House Vaults.

Thank you to Central Fusion and all our Marketplace exhibitors for supporting the launch of **One in a Million**.

The Piano

When Brad Kella won Channel 4's *The Piano*, a national televised talent show, he knew his life would change forever.

From being homeless and playing street pianos to make ends meet, he's now living out his childhood dream of performing his own music to audiences of thousands in the world's greatest concert halls.

Brad lives in Liverpool with his partner and two young children. His career has taken off since he was named the winner by superstar pianists Lang Lang and Mika.

His debut album 'Phoebe's Melody' in honour of his two daughters opens with the stirring 'Home to Me'. It captures the moment Brad started to feel comfortable and safe with his foster parents, Eve and Frank.

The theme of home is an important one.

“Growing up as a foster child, finding a place to call home is a touchy subject, and the only way I could portray my emotions around this was through my music.”

Brad Kella

Artist and Winner of Channel 4's *The Piano*

Creating Impact

The Care Leaver Covenant was launched by a Conservative Children and Families Minister and a Labour Metro Mayor in October 2018 as part of the Government's 'Keep On Caring' policy aimed at supporting young people leaving care.

We work with more than 500 organisations across the country to connect care leavers with exclusive opportunities in education, work, wellbeing, money and their home.

Over 10,000 young people leave the care system every year. Councils continue to support care leavers up to the age of 25, but this community needs wider society to play its part.

We bring together a 'Universal Family' which connects care leavers with the support that traditional families can often provide young people.

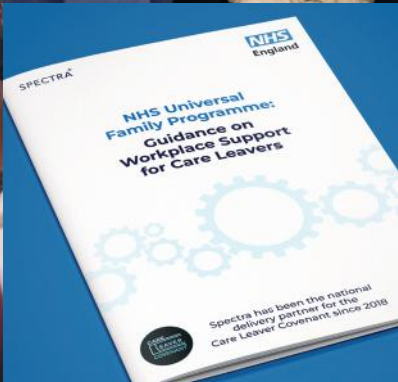
Connects is our dedicated platform for care leavers and support workers. It provides exclusive access to opportunities for our network of over 10,000 people who are registered and kept up to date with opportunities and offers.

The Care Leaver Covenant is a Department for Education (DfE) programme delivered by Spectra, a social value agency based in Wolverhampton. It is supported by a Business Council and Advisory Board and overseen by an inter-departmental Ministerial Board.



One in a Million





Changing Lives



Andrew Forzani

UK Government Chief Commercial Officer

I encourage you all to sign the Care Leaver Covenant if you haven't already. As strategic suppliers to the UK Government, you are in an important position to help make change happen.

You, today, can help change the lives of young people at a critical moment in the life and times of our country, and for them.



Cabinet Office

There are 39 cross-government strategic suppliers to the UK Government, many of whom are represented here today.

Collectively, you employ around 700,000 people in the UK, with nearly a third of those people being employed on delivering UK Government contracts.



One in a Million

The Independent Review of Children's Social Care, Final Report, Josh MacAlister, May 2022

The disadvantage faced by the care experienced community should be the civil rights issue of our time. Children in care are powerless, are often invisible and they face some of the greatest inequalities that exist in England today.



In spite of these injustices so many care experienced people go on to run businesses, start families, earn doctorates, produce drama, write poetry, become government ministers and contribute to the world in countless ways.

Five ambitious missions are needed so that care experienced people secure: loving relationships; quality education; a decent home; fulfilling work and good health as the foundations for a good life.

Central government and local authorities, employers, the NHS, schools, colleges and universities must step up to secure these foundations for all care experienced people.

This will require a wider range of organisations to act as corporate parents for looked after children, and the UK should be the first country in the world to recognise the care experience as a protected characteristic.



Paul Speight

Planning & Productivity Director,
Consumer Relationships, Lloyd's
Banking Group

“We're pleased to support the launch of One in a Million and we hope today's event inspires more companies to join the Care Leaver Covenant network. We know from our work so far that businesses can make a real impact on supporting care leavers with their next steps.



Richard Irwin Central Fusion

“Every company, especially those supplying to the Government, should understand what the 'right and proper' thing to do is. However, under financial and time pressures, priorities can shift, and moral responsibility may become a 'nice-to-have' rather than a core value.

When applied correctly, the Covenant re-centres these principles, turning them into a firm, practical commitment.

It places human and social capital alongside financial benchmarks and KPIs, ensuring that values are embedded, not sidelined, in organisational decision-making.

As one of the leading outdoor food and drink concession operators across the UK and Ireland, Central Fusion is proud to uphold this commitment. We use the Covenant as a framework to support Care Leavers, offering temporary work experience on music festival sites and helping them overcome financial and logistical barriers to attend these events.

Because it's difficult to dance on quicksand, sometimes, you need to make the ground a little firmer.”

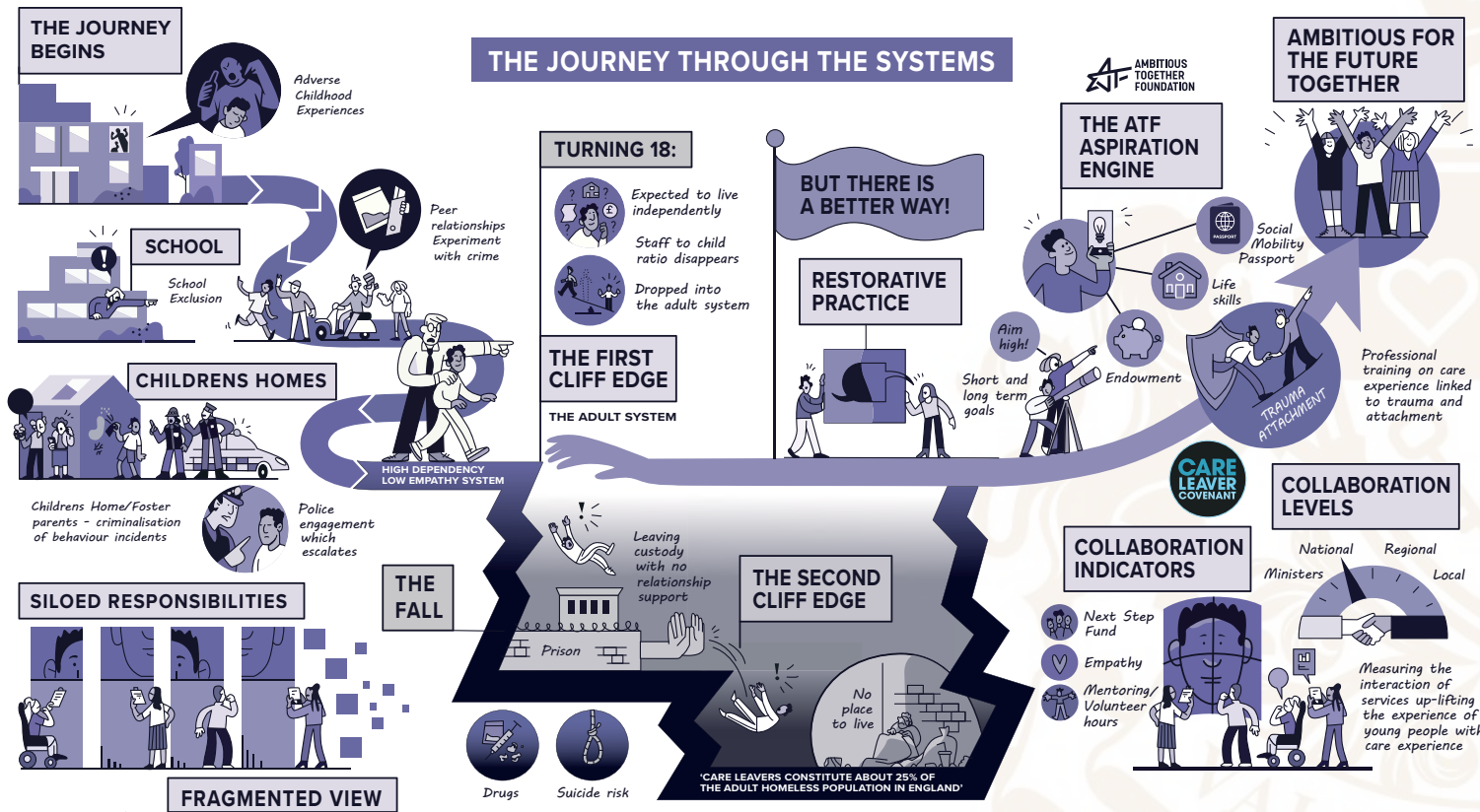


The Cliff Edge

The Cliff Edge illustrates the journey facing care leavers when they turn 18 and the risk of a second precipice when care experienced young people leave custody or prison, often with no support structure in the outside world.

With restorative practice, empathy and practical support, falls can be avoided and care leavers can be ambitious together.

YOUNG PEOPLE WITH CARE EXPERIENCE



Care leavers are five times more likely to experience mental health issues compared to their peers



One in a Million

The Business Council



Dr Margaret Heffernan

Chair, Care Leaver Covenant Business Council

I am honoured to become the Chair of the Care Leaver Covenant Business Council.

Sir Peter Bazalgette launched the Business Council over three years ago and the progress has been tremendous, with more and more businesses engaged in the network and creating new opportunities for care-experienced young people. This is a magnificent achievement and a powerful incentive to go further, faster.

The Independent Review of Children's Social Care recommended the ambitious mission to create at least 3,500 new, well-paid jobs and apprenticeships for care leavers each year by 2026.

Drawing on social value in public contracts, **One in a Million** provides a robust framework to achieve this step-change and our Business Council is here to support companies committing to employment programmes that deliver for both employers and care leavers.

The transition to employment is a decisive moment for all young people. But that care leavers are three times more likely to miss out on education and jobs is a chastening reminder of the degree to which support is needed.

As a CEO in the US and the UK, I have seen firsthand the tremendous impact that work has on young adults. Getting a job is a vital act of faith and belief; it's impossible to believe in yourself until others show they believe in you.

Jobs provide structure and the confidence to make plans. Good managers and colleagues provide role models and much tacit learning. And it is when our people grow that our businesses grow.

I have seen this in every project and business I've ever run and it's why I continue to believe that business can and should be a force for good in the world. I would add that of the many successful people I know, there is not one of us who did not benefit from good luck.

So, let's make more of that luck: not just for the care leaver, not just for the businesses who employ them, but for all of us to be proud of what we do and how we do it.

Join the Movement

To explore how you could deliver One in a Million, join us in a Discovery Phase. You can book a free consultation during National Care Leavers Month in November.

The Discovery Phase includes:

- Kick-Off Discovery Workshops
- Sector-specific Roundtables
- Listening Labs
- Opportunity Mapping Sessions.

Just click or scan the QR code and you will find more details, including a form to register your interest.



One in a Million

Ambitious Together Foundation



Indra Morris
Chair, Ambitious
Together Foundation,
former Director General
at DfE



The Ambitious Together Foundation (ATF) is a new national charity inspired by the young care leavers we have worked alongside: young people whose talent and tenacity have shaped our mission. Building on Spectra's experience of delivering the Care Leaver Covenant, we are committed to ensuring that no young person's potential, dreams, or ambitions are diminished by their childhood experiences.

One in four young people in the UK have been classified as a child in need. Many are care-experienced, care-adjacent, bereaved, estranged, or faced serious disruption in childhood, and they face higher barriers to education, employment, housing, and wellbeing. We believe these barriers can and must be broken down.

Our bold mission is to transform the lives of 15,000 young people over the next five years, supported by an estimated £10 million investment each year. In 2026, we will launch an 18-month mentoring pilot in the West Midlands and London, for which we are seeking an initial £500,000 investment to deliver high-quality, intergenerational mentoring. This pilot will also test our AI-supported matching system to ensure mentoring is consistent, structured, and scalable.

At the heart of ATF is the power of mentoring, the ability of trusted relationships to change lives, open doors, and give young people the confidence to thrive. Alongside this, our work will be strengthened by the Next Steps Fund, research and policy, and advocacy and campaigns that raise awareness and drive systemic change.

Together, we can build a future where every young adult can step forward with confidence, hope, and ambition.

ATF's focus is:

- Intergenerational Mentoring
- Next Steps Fund
- Research and Policy
- Advocacy and Campaigns.

If you want to support the work of ATF, please email:

hello@ambitioustogether.org.uk

www.ambitioustogether.org.uk

ATF Registered Charity Number: 1202500





One in a Million

Delivered by
SPECTRA

The launch of One in a Million is a partnership between Spectra and the Cabinet Office, the Department for Education and Lloyds Banking Group with support from Central Fusion.

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