



Career Choices Dewis Gyrfa Ltd

Business Plan 2019-20

*Our **vision** is for a Wales where individuals are inspired to take control of their careers.*

*Our **mission** is to ensure customers achieve their potential.*

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Section 1 - Delivering the Vision – Year 3 of *Changing Lives*

Foreword

As we enter the final year of *Changing Lives – A Vision for Careers Wales* we are building on the exciting new developments that have already taken place in the first two years of the strategy, particularly around the Education Business Exchange, more effective employer engagement with secondary schools and supporting benchmarking and leadership for the Careers and the World of Work Curriculum (Careers and Work-Related Experiences in the new curriculum from 2022) in Wales. In line with the vision that we set ourselves, we have seen increasing levels of engagement with pupils in Key Stage 4 in schools as we help to prepare them for life after school and are delivering our services in an increasingly ‘blended’ way, integrating digital technology alongside face-to-face interactions. Developments will continue to ensure that *Changing Lives* sees us contribute to wider Welsh Government policy agendas around skills, a vibrant economy, aspiration and attainment, as well as aiming to achieve the high-level outcomes set out in our vision and remit:

- Improve efficiency of labour markets by reducing skills mismatches;
- Increase participation and attainment in education and training, reducing the number of young people who are Not in Education, Employment or Training (NEET);
- Increase accessibility and simplification of all age employability support and referral to appropriate support, reducing adult and youth unemployment and economic inactivity;
- Maximise the efficiency of post compulsory education by supporting well considered decisions regarding learning options and pathways, thereby reducing churn and minimising incidence of failure to complete courses;
- Promote greater parity of esteem between academic and vocational pathways, particularly ensuring young people and their parents are aware of apprenticeship pathways and are supported to access them as appropriate;
- In line with the ambition set out in the Curriculum for Wales, support secondary schools and colleges to deliver experiences and opportunities to young people that help prepare them for the world of work;
- Contribute to the Welsh Government’s aim of achieving a million Welsh speakers by 2050;
- Develop stronger, more effective partnership working with key partners such as secondary schools and employers and developing effective education-business links across Wales;
- Continue to develop a closer working alignment with Business Wales, including the alignment of access points, referral protocols and digital platforms.

Over the first two years of *Changing Lives* we have seen the achievement of a number of milestones. The Education Business Exchange (EBE) is becoming the ‘go to’ place for schools to facilitate engagement with employers within excess of 13,000 employers listed and by the end of 2019-20 all school will have been trained. Despite the

challenges for schools in working towards the new curriculum we see increasing numbers of schools holding the Careers Wales Mark. Customer feedback and outcomes from employers engagement and LMI and opportunity awareness raising sessions is extremely positive as is feedback from schools about the role of the Account Executive and support for curriculum design. The levels of young people becoming NEET after leaving school remain at an all-time low and the number of young people entering Tier 3 (unemployed) has fallen in each of the two years of Changing Lives.

As well as embarking on the final year of Changing Lives, 2019-20 sees us begin to deliver the Working Wales, the new employability advice service for Wales on behalf of the Welsh Government which will launch on the 1st May. This new national service, will make it easier for people to access professional advice and support, needs based assessment and referral to appropriate support to get a job and will represent a key mechanism for ensuring more streamlined employability support to individuals across Wales.

At this uncertain time for the Welsh economy, we look forward to fulfilling our role in helping people change their story through professional career development support, individualised referral and delivery through the channels that best meet our customers' needs.

Looking further ahead beyond Changing Lives in 2020 we aim to build on the successes of the previous two years and, with the introduction of Working Wales, continue to develop as an organisation that delivers services to customers of all ages, informed by data and customer voice, through their channel of choice and which lead to outstanding outcomes.

A handwritten signature in black ink, appearing to read 'Nikki Lawrence', with a stylized flourish at the end.

Nikki Lawrence

Chief Executive.

1.1: Delivering the Welsh Agenda

We will support the Programme for Government. In particular, the *Prosperity for All: economic action plan* sets out an ambitious context in which we will support a cross departmental approach and fulfil our role in placing people at the centre of economic development interventions. Specifically, we will:

- Provide targeted careers advice to help young people access opportunities in education, employment and training after they leave school or college, focussing particularly on new and growth sectors and also entrepreneurial opportunities.
- Grow the Education Business Exchange, enabling employers to deliver high quality employer engagement and world of work activities to pupils across Wales and help them prepare them to play a full and successful role in the labour market of the future.
- Continue our work with secondary schools to develop a new curriculum as outlined in *Education in Wales: Our National Mission 2017-2021* and commit to providing young people with high-quality, independent careers advice and guidance to help them make sound learning choices, develop their career management competencies and succeed in the world of work.
- Work with the Regional Skills Partnerships to anticipate future skills needs, focusing on priority growth sectors identified within regions and aligning our programmes to those needs.
- Continue to play our part in the delivery of 100,000 all-age apprenticeships aligned to economic requirements by 2021.
- Continue to play a pivotal role in the delivery of the *Youth Engagement and Progression Framework*.
- Play a central role in the delivery of the *Employability Plan for Wales* through our delivery of 'Working Wales', the new employability advice service for Wales. This new national service will make it easier for people to access professional advice and support, needs based assessment and referral to appropriate support to get a job. It will be a key mechanism for ensuring more streamlined employability support to individuals across Wales, supporting people to change their story through professional career development support, individualised referral and delivery of bespoke support to meet their needs.
- Support and help deliver the goals of the *Wellbeing of Future Generations Act*.

1.2: Business Plan Overview

This Business Plan for 2019-20 reflects the third year of our vision. It is the basis of how we will deploy resources to meet the high-level outcomes set out in our Vision and our remit letter for 2019-20. There is more detail regarding resource allocation in Section 4.

We will continue the partnership approach that will be vital in ensuring delivery against the nine outcomes, and we have identified our unique contribution to the lives of individuals and the health and vibrancy of an economy. This contribution is described by, and measured against, a series of key performance indicators. These will be used to monitor and drive performance and are made up primarily of a range of outcomes (or, where appropriate, output) measures, which, critically, include customer satisfaction levels.

In 2019-20 we will deliver a range of high quality and engaging activities which will see us contribute directly to the economic and social well-being of the Welsh economy, including:

- Customer-centred services that improve career management competencies and raise aspirations.
- Meaningful employer related activities inside and outside school.
- Supporting careers' curriculum design in the context of the labour market.

To help us deliver maximum impact from our services, 2019-20 will see us build on the exciting developments that have taken place across the service already as part of *Changing Lives*. These include the 'Apprenticeship Finder' Service, our employer recognition scheme to acknowledge the value of employer input into the school curriculum, as well as innovative digital developments, including the award-winning Careers Wales TV.

We will continue to pursue the increased use of digital technology to serve the needs of our customers and maintain efficient financial and resource management. We will also focus on self-evaluation and continuous improvement amongst staff and the effective use of data. All this will be enhanced by maintaining and further developing effective relationships with partners and stakeholders and investment in the continuing professional development of our people. We will also look outside of Wales to learn from good practice from other nations both within the UK and further afield, including building on our developing links with Skills Development Scotland and Careers Northern Ireland.

1.3 Delivering Our Outcomes

	Changing Lives High-level Outcomes	Linked KPIs
1.	Improved efficiency of labour markets by reducing skills mismatches.	A minimum of 75% of a sample of school-age pupils report an increased understanding of LMI as a result of participating in Careers Wales activities.
2.	Increasing participation and attainment in education and training, reducing the number of young people who are Not in Education, Employment or Training (NEET).	The number of young people entering Tier 3 as their first destination on leaving school will be below 3% of the cohort. 90% of 16-17 year-olds will be referred for further support (taken from Working Wales KPIs Document).
3.	Increased accessibility and simplification of all age employability support and referral to appropriate support, reducing adult and youth unemployment and economic inactivity.	We will increase the number of outreach facilities by 20% during the first year of operation of the Working Wales service. All other Working Wales KPIs are listed in: Annexe B – Reporting Requirements and WAW Service Level Performance Indicators.
4.	Maximise the efficiency of post compulsory education by supporting well considered decisions regarding learning options and pathways, thereby reducing churn and minimising incidence of failure to complete courses.	70% of Year 11 pupils sampled will report an increase in their motivation, confidence and resilience as a result of participating in Careers Wales activities.
5.	Promoting greater parity of esteem between academic and vocational pathways, particularly ensuring young people and their parents are aware of apprenticeship pathways and are supported to access them as appropriate.	A minimum of 75% of a sample of school-age pupils report an increased understanding of all their pathways as a result of participating in Careers Wales activities.
6.	In line with the ambition set out in the Curriculum for Wales, support secondary schools and colleges to deliver experiences and opportunities to young people that help prepare them for the world of work.	In a survey of a sample of school pupils, 70% give a customer satisfaction rating of good or better for experiences they access which are designed to prepare them for the WOW.
7.	Contribute to the Welsh Government's aim of achieving a million Welsh speakers by 2050.	We will establish a baseline figure for the proportion of apprenticeships that are sourced by our Apprenticeship Finder service where the Welsh language is an essential or desirable requirement.
8.	Stronger, more effective partnership working with key partners such as secondary schools and employers and developing effective education-business links across Wales.	70% of a sample of school pupils give a customer satisfaction of good or better for our employer engagement events that they attend to help prepare them for the world of work.
9.	Continue to develop a closer working alignment with Business Wales, including the alignment of access points, referral protocols and the digital platform.	2019-20 will see us achieve: <ul style="list-style-type: none"> - Digital alignment of our respective platforms - Alignment of business engagement activity. - The joint sharing of marketing materials to promote EBE. - Joint publicising of relevant events via social media.

Section 2: Delivering to the People of Wales

2.1: Supporting the Career Planning Journey in Statutory Education

Careers Wales will continue to work in close partnership with mainstream secondary and special schools. We will do this in order to:

- Facilitate the effective provision of careers information, advice and guidance to individual pupils via our Account Executive role.
- Support the provision by schools of high-quality careers related experiences for all pupils, ensuring that pupils benefit from participation in relevant and appropriate 'world of work' activities to enrich their learning and support successful transitions.

In line with our ongoing commitment to delivering our 'Changing Lives' strategy, Careers Advisers will continue their role as 'Account Executives' for individual schools, working with school staff and other members of the Careers Wales delivery team to co-ordinate the full range of services to ensure the needs of pupils are met. We will continue to have a named Account Executive for each secondary school and special school in Wales. Building on a review and evaluation of the Account Executive role in the 2018-19 business year, we will further develop the role to ensure stronger more effective partnerships with schools across Wales.

Alongside our work with individual pupils, we will continue to work collaboratively with schools to develop and improve the delivery of Careers and World of Work experiences, including employer engagement to help reduce the mismatches that often exist between the career aspirations of young people and the opportunities available in, and the skills required for, today's labour market. Our support to schools will include:

- Continuing to support schools to achieve accreditation and re-accreditation for the Careers Wales Mark. During the year we estimate that 15 institutions will achieve the Mark for the first time and 40 will be re-accredited. We currently have 125 institutions already accredited with the Mark with an additional 36 engaged in the process, giving us a total of 161 either with the Mark or working towards it.
- Maintaining our offer to teachers of relevant training and consultancy support on the implementation of the Careers and World of Work Framework as part of an agreed menu of sessions. During the year we will also focus on any careers related elements of the emerging new curriculum and training schools in relevant parts of the new Careerswales.com site. We estimate that we will deliver a minimum of 200 training sessions and 500 consultancy sessions during the year. These will take place across the country and whilst the bulk are related to support for the Careers Wales Mark, training schools in use of

the Education Business Exchange (EBE) and the website, they cover a broad range of support and training items for schools.

- Supporting the pilot of the Gatsby benchmarks in Rhondda Cynon Taf as a member of the steering group, but also looking to work with other schools across Wales to expand the use of the benchmarks based on emerging ideas for a sustainable model. As part of this approach we will respond to requests from schools for further information on the benchmarks and how they might support delivery.
- Continuing to support schools and other partners e.g. regional school improvement consortia, with the production of appropriate careers related resources. Having established a Careers Wales presence on Hwb during 2018-19, we will further increase the availability of resources for teachers by making better use of this facility.
- Working in partnership with the Career Development Institute (CDI) to deliver the Certificate in Careers Leadership to a cohort of teachers in North Wales via The Regional School Effectiveness Service (GwE) following a successful pilot in conjunction with ERW in West Wales in 2018-19. The offer of training has also been made to CSC and EAS. Careers Wales firmly believes that the role of a designated Careers Leader should be adopted in all secondary schools as it is in England and as laid out in the Gatsby benchmarks. This has to be supported by formal continuing professional development (CPD) and will be at the forefront of delivering that. Our work in 2018 has led to six teachers from five schools being trained in the ERW region and eight teachers trained from the GwE region.
- Continuing to work closely with the Welsh Government, through our ongoing secondment into the curriculum team, on key aspects of a paper that we presented during 2017-18 which focuses on proposals to improve careers leadership in Wales. This includes supporting efforts to embed careers and work-related experiences in the emerging Areas of Learning Experiences (AoLEs), but also potentially longer-term issues linked to the Gatsby pilot, the role of Careers Leaders in Wales.

The delivery of all Careers Wales services will continue to be negotiated and agreed annually and recorded in a formal Partnership Agreement (PA) with each school. The Career Discovery Model will continue to see access to our services widened through use of a variety of channels in a blended approach, incorporating individual and group interactions and support via a wide range of digital channels. Delivery will be informed by pupil information and data from the school, regional skills partnerships and Careers Wales' needs assessment tools such as Career Check and Job Matching Quiz data. A programme of delivery will be agreed to meet need and will include services from the wider careers team including the Business Engagement Advisers (BEAs), Careers Advisers and Careers and the World of Work Co-ordinators and ALN advisers. The PA will be reviewed and updated each term and adapted as required to ensure that the needs of the pupils are met throughout the period.

Career Check data will be shared with each school as part of the Partnership Agreement process. We will provide each school with information on regional growth and key sectors to highlight skills mis-matches. We will also share Career

Check data with Regional Skills Partnerships in order to provide trend data for the career interests and aspirations of school-age pupils and to support the development of their regional skills and employment plans.

2.2: Services to Children in Primary Schools

Research from the charity *Education and Employers* published in January 2018 concludes that primary pupils develop stereotypical and limited careers ideas at an early age. The research also concluded that ambitions are influenced by social background and there is a major disconnect between the jobs that young people aspire to and those that are likely to exist when they leave school.

In addition to the above research, the new curriculum for Wales will see Careers and Work-Related Experiences expanded to cover children aged 3-16. In response, we will, during 2019-20, undertake work to develop appropriate resources for children in primary school and consider how it will support staff in understanding and delivering Careers and Work-Related Experiences. The aim is to raise awareness of the types of careers available to primary pupils when they leave school, develop their understanding of those careers, broaden their horizons at a young age and make primary school pupils aware of the jobs of the future.

How will we do this?

We will undertake a project that will develop digital resources for primary schools. These resources will not require any additional input from Careers Wales once they have been developed other than updating and ensuring accuracy is maintained.

In order to ensure we produce effective resources, we will work with a small group of Conwy primary schools (3-5 schools from different clusters) to achieve the following:

- Gauge interest
- Obtain buy in
- Identify their needs from this project

We will also meet with Skills Development Scotland as they already work with Primary schools to discuss their work as well as impact and evaluation.

From the primary schools involved we will identify a small working group made up of teachers from the schools involved, Careers and World of Work Coordinators (CWOWs) and Digital Advisers. The working group will:

- Identify the sessions schools want.
- The number of sessions they would like to deliver.
- The year groups which will receive the sessions.
- Produce storyboards of what they would want/need in terms of videos and other digital collateral, including information covering where various occupations work, challenging stereotypes and what they do day-to-day.

- Develop a wraparound session plan developed by the CWOWs and mapped to the 4 purposes from the new curriculum and potentially the Health and Wellbeing area of learning experiences.

The project could then look to develop some further sessions utilising appropriate sections on the Careers Wales website to further broaden their horizons and understanding of Labour Market information, such as the 'job trends' section.

The company Meee have offered to participate via a voluntary trial in one of the schools and this will be utilised alongside the final resources in one of the schools to gauge if there is a bigger impact by using staff resources as well as digital resources.

We will develop a 'before' and 'after' evaluation questionnaire for the children trialling the resources for the first time. We will also develop an evaluation questionnaire for the teachers involved in the pilot to rate the resources and their impact from their prospective.

The resources will be stored on Hwb following implementation and evaluation, which will allow for further feedback to be gathered and monitoring of 'hits' and 'likes'.

2.3: Services to Pupils in Key Stage 3

Key Stage 3 culminates for pupils with crucial decisions to be made about their future option choices. These choices can have a bearing on their options further into the future, including Post-16 choices and, ultimately, longer-term career choices. Our focus will be on building pupils' awareness of choices in relation to the labour market and ensuring that they are in the best position to make informed option choices at this crucial point in their lives.

By the end of Key Stage 3, those pupils who take up our offer will:

- be aware of how the subjects they study link to their career choices in the future;
- know the importance of effective decision-making.
- understand the importance of skills and qualities to employers and future job opportunities, emphasising the demand for bilingual skills.
- know how to get in touch with us for any further help they might need and what we can offer.

How will we do this?

Job Matching Quiz (JMQ):

Pupils in all secondary schools will be introduced to JMQ by their Careers Adviser so that they can begin to explore and generate career ideas. Delivery will be flexible and negotiated with each secondary school, but may involve:

- Introducing JMQ to the whole year group followed by the school's delivery of JMQ workbook;

or

- Introducing JMQ to whole year group followed by an adviser-led delivery of a group session on options which also includes elements of JMQ linking interests with subject choices.

One to One Support

KS3 pupils who have been identified as requiring CIAG support can access one to one support from their school adviser during option choices.

Web Chat

To provide additional support at this critical transition point, we will trial live web chats with Careers Advisers. We will review the success of the trial to determine whether a roll out across Wales is feasible and worthwhile for pupils in future business years.

Campaigns

Key Stage 3 pupils will benefit from our campaigns focussing on highlighting growth sectors to pupils before they make their subject/option choices. We will also run a campaign to highlight the importance of bilingual skills, raising awareness of young people of the skills needs of employers with a focus on Welsh Language skills.

ALN support in KS 3:

Pupils with ALN will continue to be supported closely in their career-planning journey. They will each:

- receive a booklet to help them start identifying their interests in preparation for future planning.
- be prioritised for a face to face interaction during year 9 (or year 8 where mainstream schools start their option choice process early). During the interaction any agreed actions will be recorded and shared at the transitional planning review meeting.
- be supported at their Year 9 transitional planning reviews by their Careers Adviser who will participate fully and contribute to a person-centred approach.
- receive advocacy support as required.

2.4: Services to Pupils in Key Stage 4

Pupils in Key Stage 4 are approaching a critical point in career planning journey. As they reach the end of their statutory education they will, for the first time, be in a position to choose where they will spend the next important phase of their lives. We know from destination data that around 90% of school-leavers choose to continue in full-time education, either in 6th Form or FE College. We will support young people to help make the right choices for them, that best support their future career aspirations,

and are best placed to help them choose a sustainable destination. We will work with the Welsh Government to make information about all their Post-16 options as accessible as possible.

For those that choose not to continue in education we will provide the appropriate level of support to ensure a smooth and successful transition into the labour market via direct employment, an apprenticeship or other training routes. For many this will be a smooth transition but for those school-leavers who may find making a successful transition a challenge we will identify their needs early in Key Stage 4 and provide an appropriate level of support through to their first destination.

As a result of our support, school-leavers will be more motivated, more resilient and better able to apply themselves to the task of planning their careers. They will be more aware of the full range of opportunities as well as their own interests, skills and qualities and they will be more effective decision-makers in relation to their career planning.

In short, we will work with Key Stage 4 pupils in Wales to ensure that each of them is in the best position to make an informed and successful 'next step' transition at the end of Year 11 and that they are better equipped to plan their longer-term career planning journey. By the end of Key Stage 4, those pupils who take up our offer will:

- know about labour market trends and what jobs and sectors will grow in demand in the future.
- have discussed and developed their career management skills/competencies and employability skills to help them build resilience and adaptability to deal with the challenges presented by the ever-changing world of work.
- know about, and understand, of all their Post 16 options.
- be aware of, and in receipt of, ongoing support from their Careers Adviser to ensure a successful transition into their next step.

How will we do this?

Identifying Need

We will identify the career aspirations and the level of need for support with career planning of all pupils in Key Stage 4. A key element in this process is Career Check. We will continue to deliver Career Check in all mainstream secondary schools and ensure that all pupils are offered a tailored service via a blended approach so that they receive targeted, relevant and timely careers information, advice and guidance. During 2019-20 we will explore how Career Check can be developed into a more digitally enabled product which links more closely with our new website and other digital platforms.

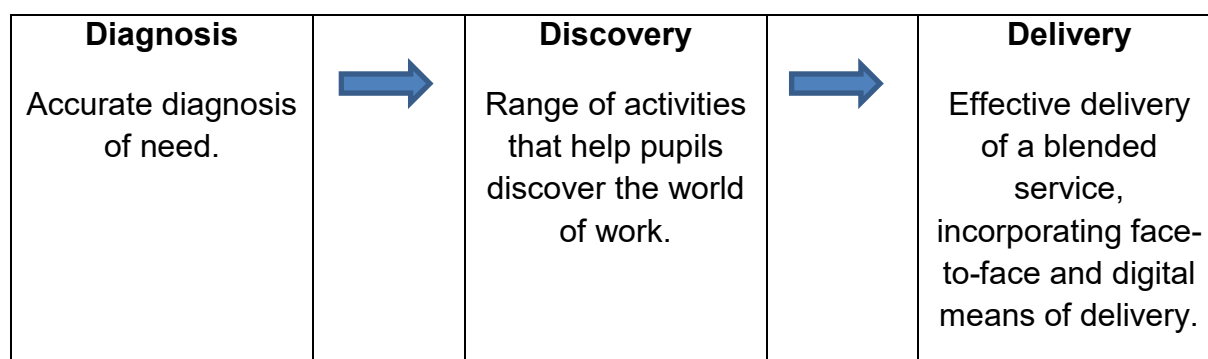
Alongside Career Check we will continue to work closely with secondary schools and other partners, including local authorities and alternative provision providers, to identify the needs of pupils.

Career Check is an important part of the Career Discovery Model and is used by the Careers Adviser to make a judgement on the needs of the pupils and the most appropriate Careers Wales service to meet that need. As in previous years, we aim to deliver Career Check in 100% of secondary schools with a minimum of 80% of pupils to completing Career Check before they leave Year 11.

Whilst the main purpose of the data gathered is to diagnose the careers guidance needs of pupils, we recognise that the data can also be valuable to schools and partners. We will, therefore, continue to provide schools with a report based on the data gathered through the completion of Career Check and will explore how best to share more detailed information on pupil need and aspirations with schools and stakeholders.

In 2018-19 we piloted an impact measurement by trialling the re-running of Career Check in four secondary schools. During 2019-20 we will study the results of the trial and assess the scope for the trial to be rolled out more widely to measure the effectiveness of our service.

Career Discovery Model



The Career Discovery Model of delivery has enabled us to develop a truly holistic approach to our delivery of services in secondary schools. Adopting the Account Executive role has been key to our success and both internal and external stakeholders have responded positively to this concept. The blended delivery of services, combining digital and face-to-face contact with pupils, has also further enabled us to provide services in a way which best meets individual need. This year, the final year of Changing Lives, we will continue to build on its successful implementation as we prepare for the company's next phase.

All pupils during Key Stage 4 will be offered a group session on the demands of the Labour Market and trends within it, as well as their Options post 16. The resources for these sessions will be developed centrally and will be modular to allow Careers Advisers to adapt them to fit with school time tables.

The Options Post-16 session will outline clearly the vocational and academic routes open to young people at the end of their statutory education. We will provide a balanced and impartial picture of the options, promoting the parity of esteem between

vocational and academic pathways. The Labour Market Information session will include detail on local, national and global markets and will explore jobs and skills of the future. Based on feedback from advisers we will adapt the presentations and produce a suite of resources to widen pupil participation and maximise impact. This will include presentations that can be delivered in assemblies as well as class size.

We will establish a benchmark on the proportion of young people in KS 4 who wholly or partially self-serve via a digital interaction. (This will report on CWC, Live chat and those who have logged on to careerswales.com).

A minimum of 75% of pupils will receive a face to face service by the time they leave Year 11. (This could be a one to one interview or attendance at a group session).

Altro-Evolve

Altro-Evolve is the working title for a new programme that will be introduced during 2019-20. It identifies pupils who are not eligible for Activate but have been assessed as not likely to reach their full potential during KS4. Pupils will receive an offer of enhanced support via 1-1 coaching, mentoring, a series of group sessions and employer experiences aimed at helping improve motivation, raise aspirations and increase wellbeing and to secure a successful transition at 16.

The programme was piloted in 2018-19 and will be evaluated during Quarters 1 & 2 of 2019/20. Pupils will be consulted on the effectiveness of the programme and their views considered when considering a potential roll out in the academic year 2019/20. A widening of this offer is planned for quarter 3 and 4 and will include delivery in some Welsh medium schools.

EOTAS and EHE

Pupils who are educated outside a school setting will be offered face-to-face support by a designated Careers Adviser. This will include young people educated in Pupil Referral Units (PRUs), alternative settings or are elective home educated (EHE).

Young people who are home educated and known to Careers Wales will be offered a face to face interaction with an identified adviser. We will work with the Welsh Government to identify additional support that could be provided to facilitate the tracking of post statutory education destinations and support positive outcomes for this group.

ALN Support in KS4

The close support provided to ALN Pupils to help in their career planning journey continues in Key Stage 4. Each pupil will:

- be offered at least one face to face interaction during Key Stage 4 with any actions agreed recorded and shared at the transitional planning reviews.

- receive ongoing advocacy support from their Careers Adviser on leaving school to support a smooth transition.
- participate in group works where the provision of these is deemed appropriate. (Pupils with ALN in mainstream schools will participate in the group delivery undertaken by the school Careers Adviser).
- receive a booklet to help them to consider their options and the actions required to support transition (special schools).

Advisers will attend transition planning reviews for those leaving statutory education and a proportion of those who are not school leavers where need is identified. Priority for those reviews will be given to those young people who have not had prior contact with Careers Wales, those whose needs have only recently been identified and those whose needs may not be able to be met locally. Advisers will contribute to the person-centred approach in all reviews.

All young people with ALN who are leaving school to enter further education or work-based learning will receive a Learning and Skills Plan (LSP), agreed with the young person and/or their family as appropriate. This plan will identify their education and training needs and the provision required to meet those needs. These plans will be shared with the post school provider. Where a young person is looking to enter further education, but their needs cannot be met at local provision the adviser will complete a funding application and submit this to the Welsh Government in line with the technical guidance, to facilitate a smooth transition.

Employer Engagement in Schools

Our aim in *Changing Lives* is to use our proven experience and expertise, underpinned by our well-established links with local and national employers, to raise the profile and delivery of employer partnerships with schools across Wales. This will ensure that learners in Wales will benefit from participation in relevant and appropriate 'world of work' activities to enrich their learning and support successful transitions.

The focus of education business activity will be on KS4 pupils, but schools may wish to engage other groups of pupils based on the needs of the institution.

How will we do this?

Pupils will be provided with opportunities to engage with employers and develop their knowledge of the labour market through us:

- continuing to offer all mainstream secondary schools and special schools the opportunity to participate in at least one employer engagement activity. This will be negotiated as part of the Partnership Agreement planning process and will be based on a menu of activities which will include; mock interviews, industry / carousel days, site visits, employer presentations, employer challenges and subject specific input. The menu will be presented to schools to support planning and we will also provide employers with delivery guides for each of these activities.

- delivering a minimum of 12 high impact / visibility events focusing on regional priorities and growth sectors. Whilst acknowledging that many of these events are already well established, we will review existing arrangements in order to ensure appropriate geographical coverage and, where possible, move towards consistent branding. We will develop a high impact event 'blueprint' to ensure consistency.
- producing at least 10 employer led webinars focused on the national priority sectors (care, retail, tourism and food & drink), as well as shared priority sectors for the 3 regional skills partnerships. Webinars will be led by 3 dedicated BEAs all working to a consistent format and branding.
- piloting a series of TED talks. These will be based on STEM and will form part of the ESF funded STEM Gogledd project in North West Wales. However, if successful they could be rolled out in other areas of Wales, and focus on a range of other related topics, as part of our digital strategy.
- continuing to strengthen the Education Business Exchange (EBE) as the 'go to' vehicle for secondary schools and employers seeking to forge links that benefit young people and the delivery of the Careers and World of Work Framework. Having trained 120 schools during years 1 and 2 of the 3-year EBE roll-out plan, we will train the remaining mainstream secondary schools during 2019-20.
- ensuring that the total number of employers on EBE remains at or above 10,000 and the number of employers with the full range of activity data will increase to at least 3,500 by the end of the year.
- continuing to support secondary schools and employers to develop sustainable partnerships, including maintaining a minimum of 70 Business Class partnerships and the associated cluster activity.
- producing a digital resource to prepare employers to deliver activities in schools. Whilst 'valued partner training' will still be available for any employers that wish to take advantage of this support, we expect the digital resource to prove more cost effective for employers.
- building on the success of our 'Valued Partner' awards in 2018-19 as the basis of an employer recognition scheme for 2019-20 with the aim of rewarding a minimum of 50 employers.
- considering the impact and contribution of Business Class Cymru and making recommendations to the Welsh Government by the summer of 2019 on its future role within a wider suite of school / employer engagement activity taken forward by the organisation". As such, we intend to use a specialist company to conduct independent research with schools across Wales to inform the nature and scope of the education business service required. This will help to inform any proposals made to the Welsh Government.
- organising an Education Conference. We will deliver a symposium to enable schools to deliver a showcase of best practice in employer engagement across the sector.
- working closely with Business Wales to maximise the opportunities offered by their, and our, contact with employers.

Activate

We will support those young people identified by local authorities as most vulnerable to becoming NEET to progress positively through the continued delivery of our Activate

programmes. Through a range of interventions that will complement, but not duplicate, mainstream services we will seek to reduce the number of those young people who become NEET.

We will continue to deliver the Activate programme across all the Local Authorities in Wales in partnership with other beneficiaries of the following ESF projects;

- Cynnydd West
- Cynnydd East
- Inspire to Achieve West Wales and Valleys
- Inspire to Achieve East
- TRAC East
- TRAC West

Pupils from Year 7 to Year 11 are identified through locally agreed Early Intervention processes as requiring support to sustain in education. Though the method of delivery may vary to suit local need, our Activate offer is the same across all local authorities.

There are three strands to Activate these are:

- Target 7-11, which is a Careers led programme of group sessions and 1:1 intervention delivered in the context of career planning and goal setting. For example, confidence building will focus on building confidence in the work place; communication skills will focus on developing effective communication skills for the work environment.
- Employer Engagement, which may include employers visiting school premises, attending externally organised events or pupils visiting employers.
- Tailored Work Placements which may be delivered to identified pupils in Years 10 & 11

Activate / ESF Exit Strategy:

We have started to work on an Exit Strategy for ESF funded projects, taking into account the internal restructure, the potential extensions of the projects and the development of the Working Wales contract which could lead to increasing demand on existing careers adviser staffing levels from other sources.

The strategy will be a working document which we will review quarterly. Initial discussions have focussed on identifying solutions and timescales for re-deployment of staff on each of the projects, together with proposals of how the more successful elements of the programme maybe sustained and potentially become integrated into our core delivery, Changing Lives, when the projects come to an end.

Careers Wales Connect (CWC)/Livechat

School age pupils at whichever stage of their school or college life can access support via our national phone line, CWC, as well as engage with our advisers through Live-Chat. We will promote these services to coincide with key transition points or activities

in the education calendar, such as mock exams, open days for colleges and 6th form, Seren events, Post 16 Option events in schools and parent evenings.

Campaigns, including CWTV

Campaigns for pupils in KS4 will underline the key messages delivered in our interactive workshops in school. There will be a focus on LMI and Options Post 16 and targeted campaign for SEREN and EHE.

Transition Support for School leavers

All Year 11 pupils will receive case-loaded support from their Careers Adviser whilst at school. However, where the adviser identifies Year 11 pupils with a confirmed intended destination of Work Based Learning, Apprenticeship, Employment or Self-Employment, or those likely to become NEET, a supported and timely handover will be arranged to our Working Wales team.

100% of potential school leavers will be identified by the Careers Adviser in school. A 'warm-handover' to the Working Wales adviser will take place during the Summer term. The warm-handover will consist of face-to-face introduction of the learner to the Working Wales adviser whilst the customer is still in school. This will take the form of either a one-to-one handover or via a group session. Potential leavers will then be supported towards their next step by someone they have met and begun to build a rapport with. This will also be an opportunity to plan next steps once the exam period has concluded.

A detailed transition strategy is being finalised and will be rolled out during March and April.

2.4: Supporting the Career Planning Journey Post-16

All young people in Wales who have left school feature in the 5 Tier Data up to the age of 18.

- **Tier 5:** Young people successfully and positively engaged in Further Education, Employment or Training.
- **Tier 4:** Young people engaged in EET but in danger of not sustaining their place.
- **Tier 3:** Unemployed 16 and 17-year olds who are NEET but actively seeking EET with Careers Wales support.
- **Tier 2:** Unemployed 16 and 17-year olds, who are not available or unable to access EET.
- **Tier 1:** Young people whose whereabouts have become Unknown.

Our role in hosting and maintaining the 5 Tier data will continue this year. This important data is used to support the Youth Engagement and Progression framework by providing local authorities and the Welsh Government with key information and reports. The data also provides valuable insights to the engagement trends of young

people between 16 and 18, their movement between tiers as well as their occupational aspirations.

We are aware that the Welsh Government colleagues plan to re-issue the YEPF guidance to local authorities during the coming business year and we are therefore expecting that there will be some in-year changes both to the 5 Tier Model data and to the role that Careers Wales plays within the YEP Framework. Until that point, we will retain current practice relating to the provision of 5TM data and access to the data-hubs to all local authorities in Wales.

During the year ahead we will be collaborating with colleagues in North Wales via a pilot programme that will look to extend the use of the 5 Tier Model to 18-25 year olds. The pilot will also look at ways of improving joint-working practices and this will inevitably lead to improvements in referrals and support for the whole 16-17 group.

2.5: School-Leavers Continuing in Education

At 16, for the first time in their lives, school-leavers will make the key decision of where they want to continue their education as well as the course of study they wish to pursue. The course of study they choose will influence their future career path and we aim to support students to be confident that they have made the right choices for them. By doing this we will also be helping to maximise the benefit of the funding investment that is made in Post-16 education and training.

By the end of their time in 6th Form or FE College, those learners who take up our offer will:

- learn more about the support provided by Careers Wales and how to get in touch.
- discover more about post 18 options to include Higher Apprenticeships and vocational routes.

This year we will introduce a consistent 6th Form offer across Wales to complement the Wales wide FE offer introduced in September 2018. The aim is to develop a predominantly digital offer to students in both educational settings.

How will we do this?

The following services will be available to both 6th Form and FE students:

- 6th Form and FE students will learn more about the support that can be provided by Careers Wales and how to get in touch during induction activities at the start of Year 12 or Year 1 in college. Each institution will have a link adviser.
- A call-back system will be available for 6th form and FE College students who contact us through CWC or Live chat for information or advice where a guidance need is identified.

- A digital resource will be produced on Alternatives to HE and will be 'pushed out' to pupils who are not planning on going to University. In addition, Skills2Succeed modules will be offered to support the development of employability skills
- 6th Form pupils and FE College students will have access to the schedule of webinars and social media campaigns that will be generally available and where necessary the link Careers Adviser will facilitate access to these, eg. by making departments aware of relevant webinars that could be watched as a class group or for teachers/lecturers to make students aware to watch in their own time.
- In order to better diagnose pupils career management needs, we will seek to develop a diagnostic tool that will allow improved targeting of services to 6th Form and FE students.
- Those identified as at risk of dropping out or of not progressing positively will be eligible for face to face support from the Careers Adviser and added to the adviser's case-load to ensure appropriate services to improve sustainability and career management skills. This could come from a referral via the 6th Form or college or self-referral via a range of options, eg. CWC, Livechat, presenting at a Careers Centre.
- Pupils who are focused on leaving school and entering the labour market will be supported by Working Wales advisers to help identify any barriers to progression and eligibility for Employability Support (Job Support Wales) provision. Identified potential school leavers will be supported into their next step via the Working Wales service.
- Students who are focused on leaving college and entering the labour market will be supported by their college-based adviser in the first instance and referred to Working Wales advisers (if appropriate) to help identify any barriers to progression and eligibility for Job Support Wales provision.
- Following the recent ESTYN report on KS5 provision which highlighted the need to inform KS5 pupils and FE students of apprenticeship opportunities we will run a targeted campaign on apprenticeships for KS5 students.

Support for FE students wishing to transition into Employment or training

During the year we will investigate how the new Working Wales service can support and supplement the work currently being undertaken by education careers advisers within the FE sector. The service currently being offered is primarily a digital-first solution with face-to-face support being provided by named advisers to learners in danger of dropping out. We hope to use Working Wales resources to supplement and to enhance this service for those FE learners who are planning to enter employment or training. We will investigate how (or whether) this can be supported within the current Working Wales resource. The investigative work will happen during April – July in conjunction with the Working Wales management team within the Welsh Government and will be based on demand for support, available resources and will be cognisant of plans for future direction within the Changing Lives document.

Seren

We will continue to work with the Seren Network and the Welsh Government over the next year to establish and agree on appropriate support for pupils taking part in the project, including a new digital offer for Seren students.

As we did in 2018-19, we will support the national conference. We will also support the Seren careers event in North Wales in February 2020 *Beyond Seren*. Our support will include engaging with appropriate employers to support the event and identify a wider range of opportunities for Seren students. We will also a three-day event in Cambridge and share the learning across the organisation.

ALN support in KS5

- All young people with ALN will be offered at least two face to face interactions during key stage 5. Any actions agreed will be recorded and shared at the transitional planning reviews.
- Young people with ALN in mainstream schools will participate in the group delivery undertaken by the school Careers Adviser. Groups will be offered to special schools where this is appropriate.
- Advisers will attend transition planning reviews for those leaving statutory education and a proportion of those who are not school leavers. Priority for those reviews will be given to those young people whose needs have only recently been identified, those with complex needs, those in their penultimate year of school and those whose needs may not be able to be met locally.
- All young people with ALN who are leaving school to enter further education, higher education or work-based learning will receive a Learning and Skills Plan, agreed with the young person and/or their family as appropriate. This plan will identify their education and training needs and the provision required to meet those needs. These plans will be shared with the post school provider.
- Where a young person is looking to enter further education, but their needs cannot be met at local provision the adviser will complete a funding application and submit this to the Welsh Government in line with the technical guidance, to facilitate a smooth transition.

2.6: Work with Parents

We recognise the important role that parents play in helping to plan a young person's future. Parents need access to up to date and accurate careers and labour market information to enable them to better support their child.

To help facilitate this we will:

- provide a booklet to all parents of young people in year 9 outlining the support provided by Careers Wales and how parents can effectively support their children.

- provide a differentiated booklet to parents of young people in special schools outlining the support provided by Careers Wales and the transition planning process.
- attend one parent evening/event in Key Stage 3 to discuss option choices. We will offer schools the opportunity to engage with key employers who can support options events.
- attend one parent evening/event in Key Stage 4 to raise awareness of all options. A minimum of 90% of mainstream schools will be supported in parents' evenings/events for KS3 and KS4.
- work with schools to ensure a Careers Wales presence on all school websites with content and appropriate signposting for parents.
- produce a digital communication pack for parents of young people in year 8/9 to support option choices utilising school communication channels.
- attend transition planning meetings for young people with ALN providing advice and guidance for parents and signposting to appropriate resources.
- develop targeted support to parents of young people who are home educated as part of ongoing discussions with WG.
- utilise the outcome of a parent survey undertaken during 2018/19 to further develop and target parents via campaigns and social media in order to be able to better support the decisions their children need to make.
- establish a focus group of parents and consult on any future developments and resources to help them support their children with the choices that have to make.
- review and roll out for wider participation the pilots that were undertaken this year whereby Careers Advisers have been available for live chat sessions with parents from their schools to coincide with parent evenings.
- run campaigns at specific times of year with parents as one of the target audiences.
- pilot targeted webinars for parents of pupils in Year 7, 8 and 9 on Growth Sectors and Jobs in the Future.

2.7: Support for School Leavers Opting Not to Continue in Education

For the approximately 12% of school-leavers who choose not to continue in education, support will be provided by our Working Wales Advisory team. School-leavers in Year 11 intending to seek to join the labour market, secure an apprenticeship or enter employability support provision will be referred for transition support from the Working Wales team via a warm-handover before the end of year 11. Pupils will work with Working Wales Advisers to fully identify barriers to progression and their eligibility for JSW provision or other appropriate EET.

How are we planning to support young people in Job Support Wales provision (previously work-based learning)?

NB: At the time of writing, it is not yet known whether the Job Support Wales programme will commence before the end of this business year. In anticipation that we might be supporting referrals to the new programme during Jan – March 2020, we have laid out below how we plan to support young people on JSW. In the meantime, we will continue to support young people who are NEET or in transition from education in line with existing processes and procedures. We will continue to support the 5-Tier Model and make referrals to existing (legacy) WBL providers via the Traineeship Referral forms (TRFs).

Our work with JSW learners during the 2019-20 Business Year falls into two distinct areas:

- i. Support to learners transitioning from legacy WBL programmes into Job Support Wales (or most appropriate provision).
- ii. Support for learners who fail to maintain engagement with JSW programmes or who continue to need support on completion and who present or are referred back for Working Wales support.

Support for WBL learners transitioning from legacy WBL programmes

This work had originally been planned for the period April – May 2019 to coincide with the start of Working Wales from 1st June. These arrangements have now been deferred until the allocation of contracted employability provision under the new procurement exercise. We anticipate that we will begin the exercise of supporting transition between legacy providers and the new JSW contractors two months ahead of the commencement of the new contracted provision as per the original plan. We expect to see approximately 2,500 trainees during this period (based on indicative figures provided by WG for the original transition timescale of 1st June for launch of new programme).

A Process Map for how this can be managed has been produced and will be ratified by WG once the new procurement exercise is complete. A summary of activities during the transition period can be seen below (NB timescales and deadlines will need to be agreed once we know the launch date for the new provision):

During the transition period, Careers Wales will:

- liaise with existing WBL providers to ensure adequate access to existing WBL trainees who are assessed by the WBL provider as NOT likely to complete or exit to a positive outcome before commencement of the new provision.
- nominate named Careers Advisers to each WBL provider and ensure that sufficient resource is allocated to allow 1-1 interviews with each learner during the key transition period.
- agree appointment schedules for all identified learners.

- agree with the WBL provider on contact arrangements with the trainees so that they understand what is happening and why.
- undertake 1-1 guidance interviews with all trainees, incorporating information provided by the WBL provider as well as information gleaned from the interviews. This information will be used to assess the support needs of the trainee and will culminate in an agreement on their 'categorisation'.
- make appropriate referrals and signposting as appropriate to individual needs. This could be on to JSW provision. In those instances, a detailed Assessment and Referral Report will be produced. Referrals to apprenticeships or other provision will also be made as a result of these interviews as appropriate.
- keep a register of referrals and attendance so that non-attenders can be followed up and offered support.

16-17 NEET

There are a proportion of young people who do not make a successful transition into EET immediately upon leaving school. These NEET and Unknown customers fall into three categories of the 5 Tier Model of Engagement:

- **Tier 3:** Unemployed 16 and 17 year-olds who are NEET but actively seeking EET with Careers Wales support.
- **Tier 2:** Unemployed 16 and 17 year-olds, who are not available or unable to access EET.
- **Tier 1:** Young people whose whereabouts have become Unknown.

Lead Workers: Lead Workers are allocated to customers within each of the above tiers as follows:

- Tier 3: Lead Worker allocated from Careers Wales in 100% of cases
- Tier 2: Lead worker allocated in 100% of cases and is usually allocated from the Youth Service.
- Tier 1: Lead Worker allocated by EPC when appropriate.

What support are we planning to provide Tier 3 customers?

We will support young people in Tier 3 (up to the age of 18) to enter or re-enter EET via the Working Wales Advisory service. Designated Working Wales Careers Advisers and Employability Coaches will work with young people in a range of locations across Wales to ensure that the service is made available at a place and time that suits their needs. By utilising existing careers centres, outreach locations and co-located centres, we will ensure that Working Wales support is accessible to all that need it within a reasonable travel distance. This will be supplemented with pop-up events in the wider community and access via Job Centres, libraries and other access points.

An interactive map which will be made available from April 2019 that will allow young people to identify access points for Working Wales support at a location that suits them. During 2019-20 we will aim to 'grow' this outreach provision by 20%.

During 2019-20 Working Wales Careers Advisers and Employability Coaches will support 16-17 NEET customers in the ways outlined below.

We will:

- undertake a diagnostic assessment of need with all those who either self-present or are referred to us and provide them with appropriate support to take action including referral to other specific local provision.
- undertake an in-depth assessment of the barriers facing young people and use the information gathered to build a picture of the level of support that they will need going forward (Enhanced Assessment of Support Needs).
- support customers who need minimum support to make successful transitions to employment or training via the Steps Support programme. This is a programme of support for customers who need some support to make a successful transition to employment or training but whose support needs do not warrant referral to Tier 2 providers or to Job Support Wales. It is anticipated that we will support approximately **900** young people via the Steps programme next year.
- take remedial action with JSW customers who are at risk of becoming NEET or have dropped out during their training programme. During the year ahead information on trainees who have failed to maintain engagement with their JSW provider will be referred to Careers Wales via the Feedback loop between JSW providers and the Welsh Government. This will ensure that JSW customers failing to maintain engagement are highlighted to Careers Wales in a timely and consistent manner so that we can attempt to re-engage them in support from the Working Wales service and ultimately re-engage them in appropriate provision.
- make appropriate referrals to JSW providers incorporating an assessment of support needs based on the Careers Wales Categorisation Model. This information to be passed on to contracted providers via secure data transfer via the portal.
- provide an Assessment Referral Report (ARR) summary to all NEET customers being referred to Job Support Wales provision. This Report will summarise the client's strengths and career plans as well as outlining any barriers they have to progression. This information will help providers to build their Employment Action Plan.
- refer customers in need of additional support to overcome barriers to EET to appropriate services (Tier 2). We will continue to monitor the number of referrals to Tier 2 providers and variations between local authority areas.
- continue to advertise apprenticeships via our social media campaigns.
- support customers to make smooth transitions to DWP services at the age of 18, identifying all unemployed customers in Tier 3 three months before their 18th birthday and providing them with a hyperlink to a video produced by DWP explaining the support they can expect from Job Centre Staff when they reach the age of 18.
- work with Job Support Wales providers to ensure that we have excellent local links and positive joint practices that support the needs of customers. We will encourage this by:
 - Allocating a 'link adviser' for each JSA provider.

- Agreeing 'contact or support plans' for Tier 4 customers referred to us by JSW providers.
- Securing robust joint working practices based on secure referrals of customers, access to customers at careers centres and other outreach locations and the provision of pertinent and plentiful information about client.
- work with Youth Justice Board and WG to support young people in Wales who are placed in secure estates in England and Wales. We will support young people in the secure estates by:
 - Making contact with the young person or their YOS worker within ten working days of notification of release and ensuring that the appropriate levels of support are maintained.
 - Inviting all young people returning to Wales from secure estates in England to attend a support appointment at an appropriate venue within ten days of the above contact.

How will we Support Young People in Tiers 1&2?

We are aware that the Welsh Government colleagues plan to re-issue the YEPF guidance to local authorities during the coming business year and we are therefore expecting that there will be some in-year changes both to the 5 Tier Model data and to the role that Careers Wales plays within the YEP Framework. Until that point, we will retain current practice relating to the support we provide in relation to Tiers 1 & 2.

During 2019-20, we will continue to provide access to local authorities to our Tier 1 & 2 client data via the data-hubs. This will allow EPCs to run the reports as many times as they need and allow them access to up-to-date information in real-time.

Currently we operate a 'referral notification' system for Tier 2 entrants which allows EPCs and designated staff to view 'live' movements into Tier 2. This should help them in managing the allocation of support to this client group more effectively.

The introduction of Job Support Wales will inevitably have an impact on referral patterns for Tier 2 customers as it offers significantly new and more flexible provision to unemployed young people (including those in Tier 2). We are committed to working closely with EPCs in the year ahead to ensure that this is rolled out efficiently and in a way that best supports the client group

As always, we operate an open-door policy for customers in Tiers 1 and 2 and will continue to offer support as managed by the EPC either via drop-in or referral via key agencies.

Work with Young People in the Secure Estates

Our core contract with the Welsh Government currently funds us to offer support to young people located in two secure estate locations in Wales:

- Hillside Secure Centre, Neath
- HMP Parc Young Offenders Institution, Bridgend

During the year will continue to work with Youth Justice Board and WG to support young people in Wales who are placed in secure estates in England and Wales. We will support young people in the secure estates in Wales by:

- making contact with the young person or their YOS worker within ten working days of notification of release and ensuring that the appropriate levels of support are maintained.
- inviting all young people returning to Wales from secure estates in England to attend a support appointment at an appropriate venue within ten days of the above contact.

We also plan to change our approach to supporting young people in the secure estates during the coming year in line with Working Wales developments and the increased flexibility that this offers in terms of the allocation of resources. We hope to formalise arrangements by agreeing Partnership Agreements with each institution and use this as an opportunity to update these key stakeholders on developments within the Working Wales Advisory Service and Job Support Wales. We also plan to re-launch the service during the year and improve the allocation of resource, though this is dependent on the Partnership Agreement discussions. We have found previously that the numbers in each institution tend to be relatively small and customers are often resident at the institution for short duration periods, so we need to revisit how best to support.

As now, we will offer a blend of support incorporating group sessions, interviews, signposting and referral to appropriate employment, education or training. We will also work with the education team within each institution to ensure a warm handover to the appropriate Career Adviser or to appropriate EET upon release.

Response to Hanson Report, 'Reforming Outcomes'

Careers Wales welcomes the Hanson Report and is eager to collaborate with WG and HMPPS on bringing to fruition the relevant recommendations. The introduction of the new Working Wales Advisory service allows us to be more flexible in the way we allocate resources to the prisons and we have already made arrangements to increase support to 2 of the larger prisons during the coming year.

As part of the 'Reducing Reoffending Strategy in Wales' we are working with DWP, the Boss project, Learning and Skills and CRC as part of a Task and Finish group in HMP Cardiff to map the 'Through the Gate' provision available to prisoners. This will help to determine whether provision is fit for purpose and inclusive to prisoners with different characteristics and ultimately whether it brings the expected results. We are

also working with stakeholders at HMP Cardiff delivering the 'Work Ready' programme to prisoners as part of the resettlement programme; this will be evaluated and reviewed before it is rolled out to other prisons.

In response to the Hanson report we will:

- Work with WG and HMPPS to adapt our working practices in prison so that they are more reflective of the recommendations in this report.
- Instigate additional training for all Careers Advisers (not just those that work in prisons) so that they are more aware of the limitations, challenges and restrictions that face prisoners upon release as well as the wider community of ex-offenders.
- Support the prison services with access to local, regional and national Labour Market Intelligence. This can be done either via our website (where this can be accessed in prisons) or via group learning or individual careers interviews if this is more appropriate.
- Work with prison services to facilitate access to employers. We have already piloted the organisation of very successful 'jobs fairs' in some prisons in Wales. We will increase this offer during the coming year so that prisoners have access to employers who have vacancies. We hope that this will support their applications on leaving but will also increase confidence in dealing with employers upon release.
- We will work with Business Wales so that together we can identify prisoners who may wish to develop their own businesses upon release and then to provide appropriate support packages for them.

The Hanson Report also recommends that Careers Wales should "work with HMPPS to ensure their services are fully integrated within the prisons and also in the resettlement process. They must be actively engaged and involved in the development of the new probation services from 2020". In response to this we have already arranged meetings in May to kick-start discussions around enhanced partnership working between Careers Wales and the National Probation Service.

Work with Youth Offending / Youth Justice teams

During 2019-20 we would like to further formalise our work with Youth Offending teams. Currently we have very positive relationships with YO Services across Wales but have very different approaches. For example, with some local authorities (such as Cardiff and some in North Wales) we have formal agreements where our careers advisers are seconded out to YOS teams. In other areas we have agreed referral arrangements etc. This year we would like to map this out and formalise arrangements in any areas where we may have gaps or lapsed arrangements. We will allocate responsibility for developing a new Memorandum of Understanding and revised local Partnership Agreements to one Operational Delivery Manager and will ensure that briefings on Working Wales and Job Support Wales developments take place as soon as possible in the new business year.

2.8: Supporting the Career Planning Journey Post-18. What are we planning to deliver for adults?

The work that Careers Wales undertakes in support of adults 18+ is described in the following documents:

- i. ***Employment Advice Gateway Service Specification (now called Working Wales)***
- ii. ***Annexe B – Reporting Requirements and WAW Service Level Performance Indicators (Now called Working Wales)***
- iii. ***The revised Tender Specification Programme for the new employability programme (new version not available yet)***

All of our work with adults will now take place under the Working Wales Advisory Service in accordance with the KPIs and Delivery Assumptions set out in the above documents. This will ensure that the new service provides a more streamlined and efficient system of employability support which is responsive to the needs of the individual. To summarise, this will incorporate*:

- Greater visibility across Wales as we expand our co-location and outreach portfolio in addition to our permanent Careers centres
- Online and telephone support
- Face-to-face and group support
- Provision of an online platform that enables customers to self-help (Support Finder)
- Assessment of need via the categorisation of support needed
- Detailed Assessment and Referral Reports for customers referred to Job Support Wales
- Signposting and referral to Apprenticeships
- Signposting and referral to other 'Tier 2' provision (eg. ESF funded support) as appropriate
- Continued 'Rapid Response' support for employers and staff at threat of redundancy at employer premises.

**Additional detail can be seen within the documents i, ii, iii above.*

In addition to the above, adults receiving support from the Working Wales Advisory Service will also be able to make use of a broad range of digitally or web-supported services. This will include the following:

- Enhanced Careers Wales website, containing a broad range of LMI, job and employability information and on-line tools.
- Working Wales Microsite. This will serve as a campaign site to support the marketing and communications of the project, containing information about Working Wales and how to access services. It will comply with the Welsh Government GEL 2 standards and be responsive, adopting the current Careers Wales digital style guide. Careers Wales will retain responsibility for

maintaining and managing the site, working in close collaboration with the WG marketing team for Working Wales.

- Support Finder. This online search tool will allow customers to find employability support that is matched to their location, needs and eligibility.
- Working Wales Access Map. This interactive map indicates all those locations across Wales where Working Wales support can be accessed (over 100 locations and growing). Customers can then contact Working Wales at a location to suit them or use our telephone/web-based services.
- Careers Wales Connect. Our telephone helpline service supported over 40,000 calls and about 9,000 webchats last year. The data indicates that the majority of these are adults. We will continue to offer this support this year and are also investigating ways of further supporting out-of-hours responses via chatbot.
- Video Interviewing. We have already trialled video interviewing in many locations across Wales. To-date, this has involved the linking of customers located in one Careers centre location with an adviser in another. This year we will investigate how this can be enhanced to allow for digital interviews from customer homes or other preferred locations.

SUPPORT FOR LEGACY PROGRAMMES: React, Jobs Growth Wales and Access programmes

Due to the delayed start date for the new employability programmes and the new procurement exercise, Careers Wales will continue to support existing legacy programmes (ReAct, Jobs Growth Wales and Access) until the agreed closure dates. This means that there will be an overlap whilst we are introducing new practices, supporting legacy provision and supporting the new contracted provision programmes.

Piloting use of 5Tier Model data with adults

During the coming year, we will pilot the use of the 5Tier Model structure and the suite of reports with adults. Initial discussions have been underway with regards to piloting this with the 18-25 cohort in North Wales since 2018 but we plan to move this forward and agree an operating model that can be used across Wales during the business year.

NOMS - Work with Adults in the Secure Estates:

Work with adults in the secure estate (previously covered by the NOMS contract) is now incorporated into the delivery of the Working Wales service. During 2019-20 we will continue to work closely with the NOMS team and WG officials to ensure that we meet agreed outcome measures and Key Performance Indicators for our work with prisoners. Details can be found in the documents via the following documents:

- Employment Advice Gateway Service Specification (Now called Working Wales)*
- Annexe B – Reporting Requirements and WAW Service Level Performance Indicators (Now called Working Wales)*

During the year ahead we will continue to allocate Careers Adviser resource to all the prisons in Wales and are planning to increase the resource allocation to Prescoed Prison. Prescoed is a Resettlement prison where prisoners are rehabilitated in readiness for release. We have found that our support during the intensive resettlement programme is useful and a positive enhancement to the support already provided.

This year we will continue to work with the Welsh Government colleagues to investigate the feasibility of offering support to Welsh female prisoners who are serving their sentences in prisons outside of Wales. Progress on this will be dependent on the outcomes of the discussions and on the availability of funding but this is an area that we feel should be explored so that we are able to offer a transition service to female prisoners returning to Wales.

2.9: Channels of Delivery

Our aim is to provide a multi-channel service to our customers, providing our information, advice and guidance services in the channel of choice for our customers across all age groups to best meet their needs. Face-to-face one-to-one and group interactions remain an integral part of our service, but we continue to build on the work we have already achieved in terms of delivering a proportion of our services through digital channels.

In 2018-19 we set up our Digital Discovery Team. Following a review the team will remain in place in 2019-20 and contain three new positions:

- Business Analyst
- Senior User Researcher
- User Researcher

The Digital Team's role will include:

- Lead on User research across all channels
- Develop new, more effective and efficient processes
- Work with the data analyst to define key segments
- Create and test Customer Journeys across all channels, for each segment
- Identifying, building, testing and implementing new digital/channel initiatives to optimise each customer journey.

Careers Wales Connect (CWC)

During 2019/20 Careers Wales will continue to provide individuals with access to information and advice and related support through the provision of a bilingual telephone service/helpline and webchat provision and through social media, via Facebook, and email.

The service has the equivalent of 16 full time employed staff, operating between 9am and 5pm. During the year we will investigate ways of further supporting out-of-hours responses via chatbot. CWC will be based in two regional hubs; one in North Wales (Llandudno) and the other in Cardiff. Through a combination of recruitment and changes to premises as part of the access strategy, we will continue to build up the two-hub model during 2019/20.

CWC is available to all individuals who make contact via telephone, webchat, email and social media and we will continue to offer this support during 2019/20. As well as providing live information and advice during opening hours, CWC has systems in place to field queries when we are offline and to respond to customers accordingly. We will also provide services to support our Working Wales services, including the introduction of a “request for call back” facility.

During 2019/20 we will:

- i. undertake a campaign to investigate ways to effectively support young people in education and their parents.
- ii. develop the CWC caseload model to meet Working Wales requirements and seek to increase the use of “tools and services” to support customers.
- iii. investigate the use of AI/Automation (IVR) /Chatbots, based on an analysis of demand for the service, in order to allow customers to self-serve at any time of day or night and for resources to be directed towards customers in need of bespoke CIAG.
- iv. explore the operating hours of the service to include evening opening hours

Careers Wales Website

Moving into year 3 of Changing Lives we continue to progress with our digital transformation plans for which the website is a key part. With a new supplier in place we can expect greater progress to be made throughout the year, building on the Beta site launched back in August 2018.

The Beta site has each of the 4 main static content areas populated to support the information needs of school leavers.

The site is being developed in compliance with the WG GEL 2 standards and is ‘mobile first’ responsive. This year we will complete the migration of all static content areas of the site including:

- Getting a Job
- Courses and Training
- Employers
- News and Events
- Plan Your Career
- Apprenticeships
- Professionals
- Contact Us

Over the course of the early part of the business year we will continuously migrate content to the new site which will be considered the Careers Wales site by the end of August.

Career Quizzes and Psychometrics

Quizzes and psychometric tests are a key part of the support we provide for individuals as part of the diagnosis stage of the Career Discovery Model. This year we will introduce a simple version of a personality style careers quiz called *The Buzz Quiz*. This quiz can be accessed without the need to login, matching an individual to a personality type (based on Myers Briggs personality types) providing a range of information, jobs and sectors linked to their result.

We continue to licence with CASCAiD for a more detailed and in-depth version of a Job Matching Quiz, providing both an adult and young person's version on the website. We will update the LMI and careers information twice throughout the year to cater for the recognised changes in the labour market and job details.

As part of our longstanding relationship with CASCAiD we will invest time into research and development around a future service that helps prepare young people for their future world of work, building on their current provision of online tools. The research and development will focus on the career journey of young people to build self-knowledge, explore options, plan and learn and re-assess.

LMI

Occupational information is a key part of LMI data and one which sees a very high level of usage on the site. This year we plan to make job information available on our Beta site through a range of sources available to us, including open source data. We have just completed our initial user research to inform development of the type of information user's value and the way in which the information will be presented on the site. The first phase of development will be to produce a minimal viable product (MVP) following with a continued cycle of user research and feedback to inform enhancements, developed through an incremental and iterative process. This will replace the existing site areas, Career Search and Job information.

Sector and regional LMI is also of great importance and we will start the migration of our Job Trend series this year across to the Beta site. Making use of the most up to date LMI and liaising with the Regional Skills Partnerships, being informed by their Employment and Skills plans we'll update our Job Trend series in line with the migration process. This will be developed following user research and feedback, building a minimal viable product (MVP) to be used for further research and testing to enhance future iterations of the product.

New developments

In year work will start on the pre-discovery phase of potential applications. These applications have been identified as being able to add value in support of the customer journey for the different user segments:

- Profile, including registration and login
- Job search function
- Decision making application
- Learning styles application
- Skills application
- Career Check

Section 3: Building on Success

3.1: Business Wales

During the course of 2019-20 we will continue to develop a closer working alignment with Business Wales. Over of the year we will build on and take forward ongoing discussions regarding referral protocols, joint meetings and utilisation of premises and coordination of Helpline information and support. A series of specific actions have been agreed.

- Considering co-opting members from each board to join corresponding Business Wales/Careers Wales board with joint objectives based on respective work programmes to be agreed for boards.
- Digital alignment of our respective platforms to deliver seamless experience for business customers. We will work with Business Wales to ensure that the natural journey for employers will be via Business Wales regardless of through which organisation or via which channel they enter. The current agreement is that the new Careers Wales site will pull Apprenticeship data from Business Wales and present the opportunities as part of our independent offer.
- Identifying and developing opportunities to align Helpline function of Business Wales/Careers Wales going forward post 2020.
- Alignment of business engagement activity, with Business Class and Youth Entrepreneurship as starting points.
- Liaising with Business Wales colleagues in relation to high impact events, including possible attendance and/or potential leads for employers.
- The joint sharing of marketing materials to promote EBE at the Business Wales employer workshops and for Careers Wales colleagues to potentially attend relevant workshops to discuss EBE.
- Joint publicising of relevant events via respective social media platforms.
- Explore the possibility of joint training, for example Careers Wales to present to Business Wales advisers / mentors via regional hubs on EBE, Working Wales, careerswales.gov.wales etc..
- Sharing of labour market intelligence, including a list of local authority business network contacts.
- Working cooperatively to ensure effective stakeholder management of common stakeholders

We will report on progress at the end of the year in relation to achievement of the above objectives.

We will also work with WG and HMPPS in line with the recommendations of the Hanson Report (March 2019) to ensure that Careers Wales and Business Wales work together to offer a package of support to prisoners interested in becoming self-employed or in starting their own businesses.

3.2: Destinations Survey

Pending the resolution of appropriate privacy notices and data-sharing agreement regarding PLASC data, the destinations survey of pupils on school roll as of January

of their statutory school leaving year will continue in its current format for this business year as in previous years.

3.3: Evaluation of Economic Benefits of Careers Wales

During the course of the 2019-20 business year we will conclude our jointly-funded partnership with Cardiff University to conduct research into the economic benefits of the services provided to customers and partners by Careers Wales. It is a two-year programme and will focus specifically on the economic benefits of the provision of careers guidance to customers and involves:

- A desk review of prior UK and international research focusing on the economic benefits of careers service functions;
- The development of a methodology and supporting instruments to define a reliable, robust and re-usable process to measure the economic benefits of careers service work that can be specifically applied to Wales;
- Ensuring the methodology design will account for the provision and receipt by customers of our traditional and digital services;
- Field testing and implementing the research methods and tools to produce an initial set of findings;
- Anonymising our data and making it available to public bodies for research purposes. It is possible that this development will result in us receiving applications from external organisations and individuals to use its data for research purposes.

3.4: Self-Evaluation and Evaluation of Services

We will continue to develop a self-evaluative approach to all activities, demonstrating we have delivered on our high-level outcomes and provide the highest possible quality service to customers. Our model of self-evaluation will be based upon:

- Outcome and performance data;
- Client and stakeholder feedback;
- Robust quality assurance processes;
- Open, honest and transparent self-evaluation;
- A continuous improvement planning cycle that takes account of all previous stages.

We will continue to run regular customer satisfaction surveys, trialling the best approaches to gather feedback from customers. We will also investigate the potential to gather customer feedback more routinely via short feedback questions sent out electronically. In addition, we will focus on some key areas of evaluation:

The focus in Services to Young People will see us evaluate:

- Our offer to students in FE provision to identify how effective our approach is in terms of supporting customers.

- Our work with parents, using the evidence to help shape our work with parents going forward, particularly digital engagement.
- The role we play in the positive progressions of ALN students.
- Pilot work in primary schools and with EHE.

In terms of Working Wales, we will work closely with Welsh Government colleagues to evaluate the service.

Within Stakeholder Services we will continue to evaluate a broad range of employer engagement and Careers and the World of Work activities to inform our self-evaluation activities. During 2018-19 we undertook a series of evaluations with schools to inform our self-evaluation process and feel that as a result we have sufficient feedback from schools. In terms of evidence for KPIs, this year we will focus much more on customer feedback from pupils.

Our digital developments will focus more on user participation to inform the shape of the future service. We will be seeking to find out how our customers would like to receive their service from us and using that to inform our digital developments and blended service.

3.5: ICT

We will continue to work to Cyber Security Plus with IASME standards whilst also working towards certification for ISO27001/2. This will include quarterly ITHC to OWASP best practice. This will ensure all data held on databases and systems will be secure and resilient in line with data protection regulation and the above accreditation.

With PSBA ceasing their VoIP service this year, we will source and implement a new VoIP system to ensure appropriate services and capacity are available to a high standard to delivery our CWC service.

We will work with colleagues to ensure they have the appropriate ICT equipment to carry out their role in an agile and responsive way.

We will work with colleagues and stakeholders to interpret, analyse and report on the data we hold. We will do this in line with data protection regulations and will ensure that appropriate data sharing agreements are in place.

3.6: Qualified Staff with Effective Continuing Professional Development (CPD)

Our Careers Advisers are on the UK Register of Careers Professionals of the Career Development Institute (CDI). This demonstrates that all our Careers Advisers are professionally qualified in a career development subject to a minimum of QCF Level 6, adhere to the CDI Code of Ethics and undertake and record a minimum of 25 hours CPD each year.

Much of our learning and development resource will be focussed this year on training our intake of new trainee advisers to reach QCF Level 6 and become fully qualified. We will, however, continue to invest in a broad menu of CPD activities to maintain the highest standard of professional practice, utilising our role-based learning needs approach to support performance management, role focused learning and greater efficiency in L&D. we will link our learning and development activities to a number of key strategic aims of the organisation. This includes:

- The continuing successful implementation of *Changing Lives – A Vision for Careers Wales 2017-20*.
- The continued delivery of an effective digital strategy as part of a blended service to customers.
- The successful implementation and delivery of *Working Wales*.

3.7: Wellbeing of Future Generations Act

The Seven Goals

We have aligned the seven goals of the Wellbeing of Future Generations Act against the High-Level Outcomes (HLOs) contained in *Changing Lives*. We believe that the successful achievement of our HLOs and Key Performance Indicators will ensure that we are contributing to achievement of the Wellbeing goals and whilst our HLOs will each contribute to more than one of the goals, we have identified the goal that aligns most closely to each HLO.

We recognise that we won't achieve these goals on our own, but we recognise the part we play in achieving each of them.

A prosperous Wales - *An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.*

We believe that by reducing skills mismatches and improving the efficiency of labour markets by increasing the understanding of Labour Market Information (LMI) amongst the school-age population we can contribute to the prosperity of Wales. A greater understanding of labour market trends and growth areas will help develop the skilled and well-educated future generation that contributes effectively to an economy which generates wealth and provides employment opportunities. Young people equipped with the right skills, qualities and qualifications will participate more effectively in the future economy, giving them every opportunity to take advantage of the wealth generated through securing decent work.

A resilient Wales - *A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and*

ecological resilience and the capacity to adapt to change (for example climate change).

Resilience is one of the core career management competencies that we seek to help our customers to develop. How well customers can respond to set-backs and problems and how well they make use of support available to them is critical in ensuring that they have the ability to adapt to change, whether that be in the labour market generally or in their personal circumstances. Supporting customers to remain engaged is a key outcome for us, ensuring that customers make well considered decisions regarding their next steps, that they are supported to sustain their place where they are at risk of dropping out and where they are supported to make a smooth transition where things have not worked out. Each of these requires varying degrees of resilience on the part of the customer in order to remain engaged.

A healthier Wales - *A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.*

Being engaged in gainful and rewarding employment is a key factor in maintaining physical and mental well-being. All of our services are aimed at ensuring that all our customers fulfil their potential in their careers and are able to make well-informed and independent choices about their career paths. The support provided through our Working Wales programme in particular is specifically tasked with supporting and motivating economically inactive customers back into employment, education or training and contributing to the economic prosperity of the country, with all the well-being benefits that it brings with it.

A more equal Wales - *A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).*

A key aim of all our services is to help our customers, at whatever stage of their lives, to fulfil their potential. We are an organisation that focuses primarily, though not exclusively, on young people as we see our work as preventative in that it seeks to help young people start on the right track in terms of their career path as opposed to being predicated on intervening later on when things go wrong. We therefore work closely with key partners and stakeholders, including schools, to ensure that young people are aware of all their options as they move towards the end of their statutory education. We identify the support needs of young people and promote parity of esteem between academic and vocational routes, recognising that we all have different strengths, interests and future plans and we support access to all potential pathways. This is achieved via our work with school-age pupils directly but also via the support we provide to schools and colleges to deliver learning experiences and opportunities to young people that help prepare them for the world of work.

A Wales of cohesive communities - *Attractive, viable, safe and well-connected communities.*

We recognise that a key element to achieving cohesive communities is that everyone feels that they have a stake in their community and a responsibility to it. The problems

associated through the disengagement of young people in education or training, and ultimately in the labour market (becoming NEET – Not in Employment, Education or Training) are well documented, but can lead to the potential to become involved in the kinds of behaviours that mitigate against attractive, viable, safe and well-connected communities. A key outcome for us is to ensure that as few young people as possible become NEET, that as many possible are supported to sustain their place in EET where they may be at risk of dropping out and that as many as possible are supported back into EET where they may indeed drop-out.

A Wales of vibrant culture and thriving Welsh language - *A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.*

As the national careers service for Wales we are committed to delivering a truly bi-lingual service. We ensure that our services are provided in the language of the customer's choice and all our resources, website and social media platforms are fully bi-lingual. A key element of the LMI that we provide for customers is the value of Welsh language skills in the current future labour market and we are fully committed to the Welsh Government's strategy to achieve a million Welsh speakers by 2050. A key milestone for us in supporting that this year will be to make additional Welsh language resources available to schools across Wales to support their careers and world of work curriculum.

A globally responsible Wales - *A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.*

We work closely with a wide range number of employers, from small and medium enterprises to national and international companies. We do this to help prepare young people for the world of work. In so doing young people build up a picture of the economy, locally, nationally and globally. Employers through their corporate social responsibility are able to help a young person build their understanding of how companies can make a positive contribution to global well-being and make informed choices about the role they can play as individuals and the career choices they make.

Sustainable Development Principle

We are committed to applying the 5 ways of working that underpin the sustainable development principle. By following these ways of working we aim to work better with our partners and stakeholders, avoid repeating past mistakes and tackle some of the long-term challenges we are facing.

Long term

The needs of our customers are always a balance of short, medium and long-term needs. We work on the principle we support our customers' ability to plan their careers in the long-term, becoming confident in their ability to plan their careers independently. We recognise, however, that customers' needs are often focussed on the short-term, particularly for those customers who are NEET, or economically inactive, and seeking to re-enter education, training or employment urgently. We always seek to balance

the short-term needs of our customers with the need to develop their ability to manage their careers in the longer-term.

Prevention

Our service is predicated on supporting customers to make well-considered and informed decisions about their next steps, making their transition from one setting to the next a smooth and effective one. Successful transitions into employment, education or training means that customers are prevented from becoming NEET or unemployed or being at greater risk of dropping out and disengaging. Resolving these negative outcomes ('curing') always comes at a greater cost of seeking to 'prevent' these outcomes in the first place. The work we do with partners and stakeholders always comes from the principle of preparing customers to make effective decisions and preventing more costly negative outcomes.

Integration

We work with a wide range of partners and stakeholders from a range of settings, including educational institutions, employers, local authorities, training providers, DWP, the Welsh Government, Regional Skills Partnerships, social services. Our service is a key element in a wide range of policy initiatives and programmes, both in terms of direct services to customers and stakeholders and as a data hub to support the work of partners to support their objectives. We are deeply integrated in the work of other agencies and acutely aware of how our role contributes to both our objectives and the objectives of other public bodies

Collaboration

Allied to the integration of our work is our commitment to collaborative working. All our HLOs require input from a range of bodies to achieve success. We work as part of a broad range of partnerships, all supporting each other to meet our well-being objectives. Internally too we collaborate effectively across the various functions of our organisation to meet our objectives.

Involvement

We provide our customers with the opportunity to say what they think about our service and when they speak, we listen. We will increasingly provide customers with the opportunities to have their say about the services they would like to see from us in the future and how they would like to see them delivered. This involvement of the people with the greatest interest in us achieving the well-being goals will ensure that the service we deliver is the one best suited for delivering on those goals. We will seek to ensure that those people reflect the diversity of the areas which we serve.

3.8: Welsh Language

As the national careers service for Wales we are committed to delivering a truly bi-lingual service, ensuring that our services are provided in the language of the customer's choice and that all our resources, website and social media platforms are fully bi-lingual. Since April 2018 we have been required to meet the Welsh language standards as laid down by the Welsh language Commissioner. In addition, we are fully committed to supporting *Cymraeg 2050*, the Welsh Government's strategy to achieve a million Welsh speakers by 2050.

We will support the priorities as outlined in the Welsh Government's Work programme 2017-21, which include:

- We will work with Coleg Cymraeg Cenedlaethol to deliver our role in "Towards Cymraeg 2050: A million Welsh speakers – a Further Education and Apprenticeship Welsh medium Action Plan", ensuring that learners are provided with support and information to progress along the Welsh language continuum in post-16 education and training and onto post-19 where appropriate.
- Helping schools fulfil their role in contributing to the creation of Welsh speakers by providing them with resources to support their careers education curriculum that emphasise value of Welsh language skills in the economy.
- Continuing to emphasise the importance of Welsh language skills in the economy, including running two 'Welsh in the Workplace' careers fairs, one in North Wales and one in South Wales aimed at, but not exclusively for, Welsh medium schools and their pupils.
- Where they are developed, making customers aware of bi-lingual course provision.
- Developing marketing campaigns in collaboration with employers to increase young people's awareness of the value of bi-lingual skills within the workplace.
- Supporting colleagues internally to take up Welsh language training through the National Centre for Learning Welsh and supporting their continued learning within the organisation wherever possible by encouraging the use of the Welsh language.
- Continuing to provide all our resources in both Welsh and English as well as all our website and social media channels in line with our Welsh language standards.

Section 4: Finance and Resource Management

Careers Wales Budget 2019-20	
Income	
Welsh Government Core Contract	18,800,000
WG Additional Funding re VAT Ruling	700,000
Work Advice Wales	9,180,000
JGW	17,412
AMS	47,645
ESF Activate	1,825,000
WG Business Class Cymru	144,000
Other Contracts	304,038
Total Income	31,018,095
Expenditure	
Salaries	23,070,945
Staff Related Costs	145,895
Travel	535,000
Staff Recruitment	17,250
Staff Training	150,000
Research & Evaluation	40,000
Total staff costs	23,959,090
Premises	
Rent	612,000
Rates & Water	180,830
Energy	123,450
Cleaning	298,960
Maintenance & Dilapidations	260,000
Insurance	63,455
Security & Fire Protection	43,000
Health & Safety	23,000
Total premises	1,604,695
Supplies & Services	
IT	436,700
Phones	241,500
Printing	84,000
Photocopying	51,500
Postage & Stationery	47,500
Professional Fees	259,350
CW.com Maintenance & Support	634,230
Marketing	445,950
Translation	52,500
information/Software/Digital	229,500
Non-Core Supplies	159,000
Other Delivery	255,570
Other Equipment	7,000
Miscellaneous Office Costs	3,750
Non-Recoverable Input VAT	1,100,000
Total Supplies & Services	4,008,050
Depreciation	
Fixed Asset Depreciation	148,000
Amortisation	1,303,860
Interest receivable	- 7,000
Tax	1,400
Total Depreciation, interest & Tax	1,446,260
Total Non-Staffing Costs	7,059,005
Total Expenditure	31,018,095
Surplus/Deficit	0

Annexe 1: Table of Performance Information

We will provide specific performance information related to the following areas.

Measure	
1.	The Account Executive function will be operational across all 257 schools in Wales (mainstream secondary and special schools).
2.	Performance information relating to the implementation and performance of the new Working Wales service is contained the in the grant letter which outlines all of the performance information that will be gathered and reported on.
3.	a. Having trained 120 schools during years 1 and 2 of the 3-year EBE roll-out plan, we will train the remaining mainstream secondary schools during 2019-20. b. We will ensure that the number of employers with the full range of activity data will increase to at least 3,500 by the end of the year.
4.	Careers Advisers will work in no more than 2 schools or with an average case load of 570 in KS4
5.	A minimum of 80% of pupils will complete Career Check before they leave Year 11.
6.	We will establish a benchmark on the proportion of young people in KS 4 who wholly or partially self-serve via a digital interaction. (This will report on CWC, Live chat and those who have logged on to careerswales.com)
7.	A minimum of 75% of pupils will receive a face to face service by the time they leave Year 11. (This could be a one to one interview or attendance at a group session).
8.	We will produce at least 10 employer led webinars focused on the national priority sectors (care, retail, tourism and food & drink), as well as shared priority sectors for the 3 regional skills partnerships.
9.	We will deliver a minimum of 12 high impact / visibility events focusing on regional priorities and growth sectors.
10.	A minimum of 90% of mainstream schools will be supported in parents' evenings/events for KS3 and KS4.
11.	See no. 2 above.

In addition to the measures above we will, as in previous years, continue to provide quarterly data related to the number of interactions across a range of channels delivered by the company. We will be able to provide a comparison with performance in the previous business year.

Annexe 2: Abbreviation List

ISO	International Organisation for Standardisation.
PBSA	Public Sector Broadband Aggregation
OWASP	Open Web Application Security Project
ITHC	IT Health Check
IASME	The Information Assurance for Small to Medium-sized Enterprises (IASME).
CDI	Career Development Institute
VoIP	Voice over Internet Protocol
AoLE	Area of Learning Experience
EBE	Employer Business Exchange
CWOWs	Careers and World of Work Coordinators
BEAs	Business Engagement Advisers
JMQ	Job Matching Quiz
CSC	The Central South Consortium - the Joint Education Service for Bridgend, Cardiff, Merthyr Tydfil, Rhondda Cynon Taf and the Vale of Glamorgan.
EAS	Education Achievement Service – formed by the five local authorities of Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen and designed to raise education standards in South East Wales.
ERW	School improvement consortia covering Carmarthenshire, Ceredigion, Neath Port Talbot, Pembrokeshire, Powys and Swansea.
GwE	School Effectiveness and Improvement Service for North Wales, works alongside and on behalf of the Local Authorities of Conwy, Denbighshire, Flintshire, Gwynedd, Wrexham and Anglesey.
(HMPPS)	Her Majesty's Prison and Probation Service