

# Changing Lives

## A Vision for Careers Wales

2017 - 20



# Strategic Vision

Careers Wales helps clients to develop the skills needed to manage their careers and make decisions in a complex and changing world. Our vision is for all young people to move smoothly and successfully into employment and for adults to be inspired to take control of their careers. We will achieve our vision through:



a stronger focus on young people;



enhanced services to support other organisations to help young people develop their careers;



even greater use of digital technology

Our vision is that Wales will retain an ‘all-age’, bilingual, professional, independent and impartial Careers Information, Advice and Guidance (CIAG) service. This will be underpinned by robust Labour Market Intelligence (LMI) and have even stronger alignment with key Welsh Government priorities. The **key changes** for stakeholders are summarised below.

### For individual clients

More young people, and their parents, will have support through key transition points up to the age of 19, resulting in better and more sustainable outcomes. School pupils will benefit from our new innovative approach to delivery - the Career Discovery Model - and will have greater opportunities to experience and understand the world of work. Support will be available to adults in greatest need, to help them re-enter the labour market quickly and efficiently. All clients will have access to new, cutting-edge digital services to help them understand the labour market and related education and training opportunities.

### For providers of education and training

We will provide training and resources to help schools and colleges deliver excellent careers education. Schools will benefit from an individual ‘account executive’ to

coordinate the delivery of our services, including enhanced support to implement the new Curriculum for Wales. Local Authorities will receive detailed data on young people aged 16-18, helping them target and coordinate services and reduce the number of those who are Not in Education, Employment or Training (NEET).

Schools, colleges, training providers and universities will benefit from learners having clearer plans for their careers, supporting improved attainment and progression.

### For businesses

We will establish clear and coordinated mechanisms for businesses to engage with young people and support schools. Employers will also benefit from closer links to their future workforce and more efficient labour markets.

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# Foreword

The Board of Career Choices Dewis Gyrfa (CCDG)<sup>1</sup> welcomes the opportunity to submit our Strategic Vision for the future of Careers Wales. Our vision demonstrates how we wish to support the Welsh Government’s aim of securing a more prosperous, healthy and ambitious Wales.

In an increasingly complex world, career paths are not straightforward and the future workforce will need to be adaptable and resilient. Careers Wales will respond to the challenges we face by inspiring and motivating people to understand a changing labour market and develop the skills they need to compete for jobs<sup>2</sup>.

This vision has been informed by feedback from young people and stakeholders to create engaging, relevant and accessible services that meet their needs. The vision also takes into account the independent strategic review of Careers Wales undertaken by consultants PwC, which involved analysis of international evidence and extensive consultation<sup>3</sup>. PwC advised that the cost of delivering their recommended model would require a total annual budget of £35.3m. Although that is less than the historical budget for Careers Wales, we appreciate that times have changed and that the Welsh Government still faces significant resource pressures. As such, this Strategic Vision is based on a total budget of £28m which is broadly comparable to our current total budget of £27.4m.

We believe this is a realistic and sensible budget. We have set out a compelling case for investment and the evidence indicates that a lower level of funding will actually increase the cost pressures faced by the Welsh Government, due to resulting inefficiencies in the education and training system. Nonetheless, our Strategic Vision retains the flexibility to be viable under a reduced or enhanced level of investment and options for the Welsh Government are set out in Section 11.

We are confident that implementing this Strategic Vision will give Wales a modern and vibrant careers service that would be envied across the World.

Significant investment has been made in creating a national careers service in Wales, as a wholly owned subsidiary of the Welsh Government. Now is the opportunity to build on the strong foundations of Careers Wales to create a truly world class careers service. We look forward to the opportunity to discuss this vision with Welsh Ministers.

**Board of Career Choices  
Dewis Gyrfa (CCDG)**



“Careers Wales will respond to the challenges we face by inspiring and motivating people to understand a changing labour market and develop the skills they need to compete for jobs.”



<sup>1</sup> Career Choices Dewis Gyrfa Ltd (CCDG), trading as Careers Wales, is a wholly owned subsidiary of the Welsh Government that was formed on 1 April 2013    <sup>2</sup> National Careers Council (2013). An Aspiration Nation: Creating a culture change in careers provision  
<sup>3</sup> “Strategic Review of Careers Wales”, PricewaterhouseCoopers, 2016

# 1 Building on Strengths

Careers Wales has managed the transformation into a wholly owned subsidiary of the Welsh Government whilst continuing to develop and deliver quality services valued by clients and partners, upskilling its professional staff and making efficiency savings. The organisation has come out stronger and leaner and has demonstrated real flexibility and adaptability.

A snapshot of our achievements in 2015-16 is set out at Annex A.

## Impartiality

We are impartial – we focus on getting the best possible outcomes for clients. This means that our professional advice and guidance is trusted by individuals and stakeholders. We are the ‘honest broker’ in education, training and employment.

## Integration

Careers Wales has an ‘integrated delivery model’ that has been commended by leading experts in the field<sup>4</sup>. We bring core elements together, including all-age careers support services delivered face-to-face, online and over the phone; education and business links; a diagnosis, tracking and progression framework for young people; professional development and capacity building within and across the Careers Family; and strengthened partnerships with both employer bodies and individual employers.

## Infrastructure

Effective careers information, advice and guidance must be underpinned by robust Labour Market Intelligence and a clear understanding of education and training opportunities and pathways. We have recently established the most comprehensive and reliable source of Labour Market Intelligence in Wales and made it accessible through our website, Career Search app, and social media. We are the

only organisation that maintains an accessible database of all publically funded post-16 training and education opportunities in Wales. We have established a comprehensive, all-Wales client management information system.

## Skills and Expertise

Our expert teams work together to ensure that clients achieve their potential. Unlike other organisations that offer careers advice, our professional Careers Advisers are trained to QCF Level 6 and are registered with the Career Development Institute. We are **the only** all-Wales organisation capable of delivering careers guidance – a comprehensive intervention in which an individual’s skills, attributes and interests are explored in relation to their career options and personal circumstances.

## Partnerships and Connections

We work extensively with a wide network of partners to support our clients to achieve successful outcomes in education, employment or training. Effective partnership work is essential to ensure our expert services are available to clients at the point of need. Working closely with partners and developing mutually supportive processes has enabled us to make the very best use of our time and resources.

“If not for your guidance and support I would still be running around going in the wrong direction.”  
**Linda, 57**

“If he had not come into the careers centre and seen an adviser, he would not be in his apprenticeship... The guidance got him thinking and gave him the signposting and motivation he needed to get started. I will be telling the school that every student should see Careers Wales.”  
**Feedback from parent, 2015**

“Working with Careers Wales offers opportunities for Airbus UK to link with local schools and for pupils and teachers to experience state of the art technology (and) be involved in Science, Technology and Engineering activities that support curriculum objectives.”  
**Airbus UK Education Partnership**

“The opportunity to work together (with Careers Wales) and access impartial careers advice has been hugely beneficial in our task of helping people into employment.”  
**Department for Work and Pensions**

“Careers Wales has adopted a leaner more integrated structure with significant potential to make an even greater contribution to citizens’ lives and to the economic and social prosperity of Wales.”  
**Dr Deirdre Hughes, OBE**

“Wales is very fortunate to have Careers Wales with its highly skilled workforce of registered career practitioners.”  
**Careers Development Institute (CDI)**

### Independent external evaluation of Careers Wales

**92%**

of schools are satisfied with the careers guidance given to pupils

**93%**

of colleges are satisfied with the careers guidance given to students

**95%**

of clients said that they would recommend Careers Wales to a friend

**98%**

of clients believed that Careers Wales had helped inform their career and learning choices

**100%**

of Job Centres are satisfied with the services of Careers Wales

<sup>4</sup> See quotes from Dr Deirdre Hughes and the Careers Development Institute (p.7)

## 2 Delivering the Welsh Agenda

This Vision will see us strengthen our contribution to the economy of Wales and address a number of the key challenges and future priorities of Welsh Government.

### Curriculum for Wales

We will support the ambitious proposals in 'Successful Futures' by working with schools to implement the new Curriculum for Wales and create 'enterprising, creative contributors, ready to play a full part in life and work'.<sup>5</sup>

### Qualification Reforms

We will play a critical role in supporting the Qualifications Reform agenda in Wales, by offering a key and effective means of communicating the changes to schools, colleges, parents and learners, and also to employers.

### Raising School Standards

As well as the long-term benefits to pupils' future lives, good career guidance also brings benefits in the shorter term, while pupils are still at school. Evidence highlights better motivation of pupils once they have clear goals for future study and careers, leading to: higher self-esteem; higher attainment (particularly in English and Maths); and reduced drop-out rates.<sup>6</sup>

### Youth Engagement and Progression

Independent evaluation of the Youth Engagement and Progression Framework (YEPF) has highlighted the critical role of Careers Wales in preventing young people from becoming NEET<sup>7</sup>. In 2015-16 we helped 3,062 unemployed 16-17 year olds back into education, training and employment. As well as our lead role supporting unemployed young adults, our earlier work in schools will support engagement and progression.

### Employability Programme

We have the skills, expertise and experience to make a significant contribution to the Welsh Government Employability Programme expected to start in April 2018.

### Wellbeing of Future Generations Act

The focus of this vision on preventative action to ensure that young people take the best career decisions, directly aligns with the core principle underpinning the Wellbeing of Future Generations Act - 'understanding the root causes of issues to prevent them from occurring and examining whether how we currently deploy our resources should change'.

**A summary of our contribution to the Wellbeing of Future Generations Act is set out at Annex B.**

### Developing Skills

Young people who receive our support are significantly more likely to follow a vocational route and enter an Apprenticeship. The National Training Federation for Wales (NTFW) has highlighted the critical importance of our impartial and independent careers advice and guidance to the achievement of the Welsh Government's targets for Apprenticeships. This Vision describes how we will raise awareness amongst young people of the range of education and training options available to them.

"Young people who receive our support are significantly more likely to follow a vocational route and enter an Apprenticeship".



<sup>5</sup> Four Purposes of The Curriculum, "Successful Futures", Donaldson (2015) <sup>6</sup> "Good Career Guidance", Holman Gatsby Charitable Foundation (2014) <sup>7</sup> Evaluation of the Youth Engagement and Progression Framework, Welsh Government (2015-16)

3

A new offer for young people

We will support every young person who needs our help<sup>8</sup> by concentrating more resources in this area and developing exciting new services. We will continue to provide specialist support for young people with additional learning needs.

Career Discovery Model

Informed by consultation with young people, we have developed an innovative new approach to delivery. The Career Discovery Model will address individual needs through a range of coordinated and complementary services delivered digitally and face-to-face.

Built on three complementary processes, Diagnosis, Discovery and Delivery, the model combines professional expertise with innovation, to meet the needs of individuals through the most appropriate delivery channels. This is a holistic and well-rounded approach that combines individual support with engaging and inspiring activities. The Career Discovery Model is summarised on Figure 1 and an illustration of how it could support a young person’s journey is described on Annex C. The illustration on Annex D focuses on the digital element of the model. The model will be underpinned by the following new services for schools and young people:

Online Psychometric and Interest Tests

We will introduce new online psychometric and interest tests and quizzes. These will help young people understand their strengths, values and the level of their career management skills. They will also highlight potential career paths for further exploration. The results will be captured on a client’s secure online profile and be available in hard copy to discuss at home. We will use the results of such tests and quizzes to help plan our work and to monitor the progress made by clients.

Client Profile Builder

The results of psychometric and interest tests, qualifications gained and other outputs from Careers Wales services, such as CVs and career and education plans, will automatically be captured on a client’s online profile. This will help clients apply for education, training and employment opportunities.

Experiencing the World of Work

We will launch a new Work Experience programme targeting the Welsh Government’s Economic Priority Sectors. We will establish a national network of Business Education Partnerships and an Employer Engagement Database, providing details of the activities employers are willing to undertake to support schools and young people. Further information on our approach to engaging business is set out in Section 7.

Campaigns and Events

The delivery of our services will be supplemented by a national programme of campaigns and events that will appeal to young people, engage employers and raise awareness of the education, training and employment opportunities across Wales.

Figure 1: The Career Discovery Model



<sup>8</sup> Not just those at risk of becoming NEET as has been the case in recent years.

## 4 Inspiring 16-18 year olds

Our Careers Advisers and Employability Coaches will work with partners to support young adults to make good career management decisions and connect with local opportunities. Our main priority within this service will be 16-18 year olds who are NEET, or in danger of becoming NEET, and young people in the youth justice system.

### Youth Engagement and Profession Framework

Careers Wales will continue to play a lead role in support of the Youth Engagement and Progression Framework (YEPF). We will provide lead worker support for those clients identified as unemployed and those in danger of disengaging from education, employment or training. We are the national agency supporting unemployed young adults (Job Centre Plus services are not available until the age of 18).

### Career Credits

We will build on the success of our pilot and develop our 'Career Credits' programme to assess need and support young people to develop the skills to progress into sustained education, employment or training opportunities and to reengage with the labour market. Where necessary we will refer young people for support to address personal or social barriers to engagement from organisations who are expert in this field. We will match young people to employment and training opportunities and support their applications.

### Raising Awareness

Careers Wales will work in collaboration with partners and key stakeholders to raise levels of knowledge and understanding of all opportunities, with a focus on Apprenticeships, Higher Apprenticeships, vocational pathways and work-based learning. Working with the Welsh Government's 'Have a Go' initiative, we will further develop our Careers Wales Opportunity Awareness Programme, targeting young people in school sixth forms, colleges and work-based learning. We will make full use of our employer engagement activities and partnerships to provide young people with experience of the world of work and access to employers, both face-to-face and through digital services such as webinars. We will work with 'key influencers' on a young person's career decisions, such as teachers and parents, to raise their awareness of the opportunities available.

### Employment

We will deliver a nationwide 'Get Hired' programme with approaches ranging from employer-led workshops to online learning tools. We will launch a revitalised Careers Wales Vacancy Service with online vacancy tools, and support for young people to make speculative applications and access related services such as the current Careers Wales Opportunities and Skills Match Programme. Careers Advisers and Employability Coaches will use local knowledge and Labour Market Intelligence to canvass suitable vacancies on behalf of individual young people.

## 5 Supporting Adults Back into Work

We will build on the proven successes of our current services to provide integrated support for adults, combining skills assessment, careers guidance and coaching. We will have only limited resources available to support adults. Our priority within this service will therefore be unemployed adults and those facing redundancy.

### Digital Services

We will further develop our digital offer for adults through a range of channels using the Career Discovery Model as a basis. We will strengthen careerswales.com as the careers portal for Wales with access to tools and resources to help adults progress, including an Employability Map for Wales. We will drive traffic to these services through our social media, marketing and campaigns.

### Skills Assessment, Referral and Guidance Service

Unemployed adults will benefit from the further development of our Gateway Service. We will deliver employability training to support adults to make informed career decisions, with support being prioritised to those with the greatest need. We will systematically assess need with support from online assessment/screening tools, including the Wales Essential Skills Assessment Tool.

Advocacy and brokerage support will be provided to help adults make a smooth transition into education, employment or training. We will continue to develop effective partnerships to support engagement and source help for clients with identified personal and social barriers.

### Employment Routes

We will use the Employment Routes online tool that we have developed with the Welsh Government in order to signpost clients to support that will help increase their skills and employment opportunities. We will also continue to host the Employment Routes Adviser handbook on careerswales.com, so that practitioners from the extended Careers Family continue to have access to the most up-to-date information on provision.

### Redundancy Support

We will retain a flexible resource where Career Advisers would respond quickly to the threat of major redundancies, as has been the case with Tata Steel. We will provide early, intensive help for people under notice of redundancy, as research suggests this timely support is more likely to result in sustained and positive progression in the labour market<sup>9</sup>.

<sup>9</sup> Nearly all (96%) clients felt that Careers Wales had helped them to secure ReACT funding, including 76% who believed they had helped a great deal. 85% reported that the ReACT funding they had received had helped them to achieve what they were doing now." (Survey of Clients in labour market, Careers Wales 2015)

## 6 Solutions for Partner Organisations

We will help partners to develop and improve their services, driving up standards and ensuring that provision helps to reduce the mismatch that exists between the career aspirations of young people and opportunities in the labour market.

### Curriculum for Wales

We will work with School Improvement Consortia and 'pioneer schools' to develop solutions to integrate careers education, work-related activities and enterprise activities. Building on our existing knowledge and experience, our teams of experts will support schools to develop the new curriculum and help individual teachers and careers leaders to provide relevant and well informed careers education. We will do this by developing classroom resources and through consultancy support and training, making best use of technology such as webinars and online communities, in order to maximise participation and minimise the disruption to schools. We will also support schools and young people by engaging business (see section 7).

### Supporting Best Practice

We will develop careers resources and tools for subject teachers and lecturers in a new, bespoke area of careerswales.com – making appropriate connections with 'Hwb' (the Welsh Government's online resource for schools). We will also drive up standards through the development of an employer-backed 'Excellence in Careers Education Award' for schools and colleges in Wales.

### Data Hubs

We collect data on young peoples' career ideas, preferred learning options and occupational routes and, for those aged 16-18, their status and destinations. We also hold extensive Labour Market Intelligence and data on all post-16 education and training courses in Wales.

We will maximise the value and use of this intelligence by creating new 'Data Hubs' that will support partners with the implementation of key strategic projects and assist them in targeting their services more effectively and efficiently. Our Data Hubs will:

- Provide tracking data for the Youth Engagement and Progression Framework (YEPF);
- Produce reports on destinations, careers aspirations per school and per local authority, and on identified trends linked to postcode areas;
- Enable the Welsh Government and Regional Learning Partnerships (RLPs) to identify youth employment trends and skills gaps and take remedial action where appropriate, including planning provision that meets the needs of young people and employers in their area; and
- Reduce the mismatch that exists between the career aspirations of young people and opportunities in the labour market.

## 7 Engaging Business

We will 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.

### World of Work Menu

Careers Wales will develop a 'suite' of services for schools which will enable young people to become ambitious and capable learners who are enterprising, creative and ready to play a full part in life and work. Such services will include:

- STEM activities tailored for the local economy;
- Brokerage of employer visits / presentations in schools, work experience and other pupil visits to employer premises;
- Coordination of enterprise activities;
- Activities that challenge gender stereotyping;
- Vocational or sectoral webinars;
- Mock interviews;
- Employer-led skills and enterprise competitions.

### Business Ambassador Training

Careers Wales will review and refresh the very successful Business Ambassador training package that we previously delivered. This will ensure that employers supporting work-related activities are well briefed and able to support pupils effectively.

### Business Ambassador Mark

Careers Wales will introduce a quality mark for employers (in parallel with our Excellence in Careers Education Award, mentioned in Section 6) which will recognise excellence and the commitment of local and national employers to supporting the Careers and World of Work programme in schools.

### Employer Engagement Database

Careers Wales will develop and maintain a wide-ranging database of employers who will collaborate with schools. The database will identify the range of activities offered by each employer and will form the basis of a brokerage system that will be facilitated by our Business Engagement Advisers.

## 8 Teams that Deliver

We have a broad range of expertise that we will use to deliver joined-up services and drive up the standards of careers support. Whether training teachers to use our website to help their pupils research career options, recruiting employers to deliver skills workshops in schools, facilitating a webinar for sixth-form students on STEM careers, helping a Year 11 pupil untangle the complex options that face them after their GCSEs, or delivering an employability workshop for adults - the ultimate impact is on the client.

Figure 2 illustrates how our clients are central to everything we do.

### Key Resource

Careers Wales' staff is the key resource that provides competitive advantage to our organisation and is central to the effective delivery of this vision. As a national organisation we enjoy economies of scale in training staff and developing resources, thus maintaining the high skills level of our staff across Wales. These economies of scale also extend to the sharing of information, good practice and partnership-working, meaning that there is consistent and effective communication and working practices for employers and other partners. Supported by critical 'corporate' functions, the vast majority of our staff deliver services to clients as described below.

### Careers Adviser Team

At the forefront of our delivery are Careers Advisers trained to QCF Level 6 in Career Guidance and Development or the equivalent. Our advisers are on the Career Development Institute's (CDI) UK Register of Career Development Professionals. They deliver services such as webinars and workshops on Labour Market Intelligence, group and drop-in sessions and face-to-face guidance interviews. Careers Advisers also provide specialist support for young people with additional learning needs, preparing Learning and Skills Assessments and coordinating applications for Specialist Residential Funding. Careers Advisers will also act as 'account executives' for individual schools, there they will coordinate the range of services we deliver.

### Employability Coach Team

Our employability Coaches are skilled at addressing careers-related barriers and helping clients to develop the skills they need and take the actions required to enter education, employment and training. The team will operate across Wales with a focus on motivation and progression to help young people and adults into work.

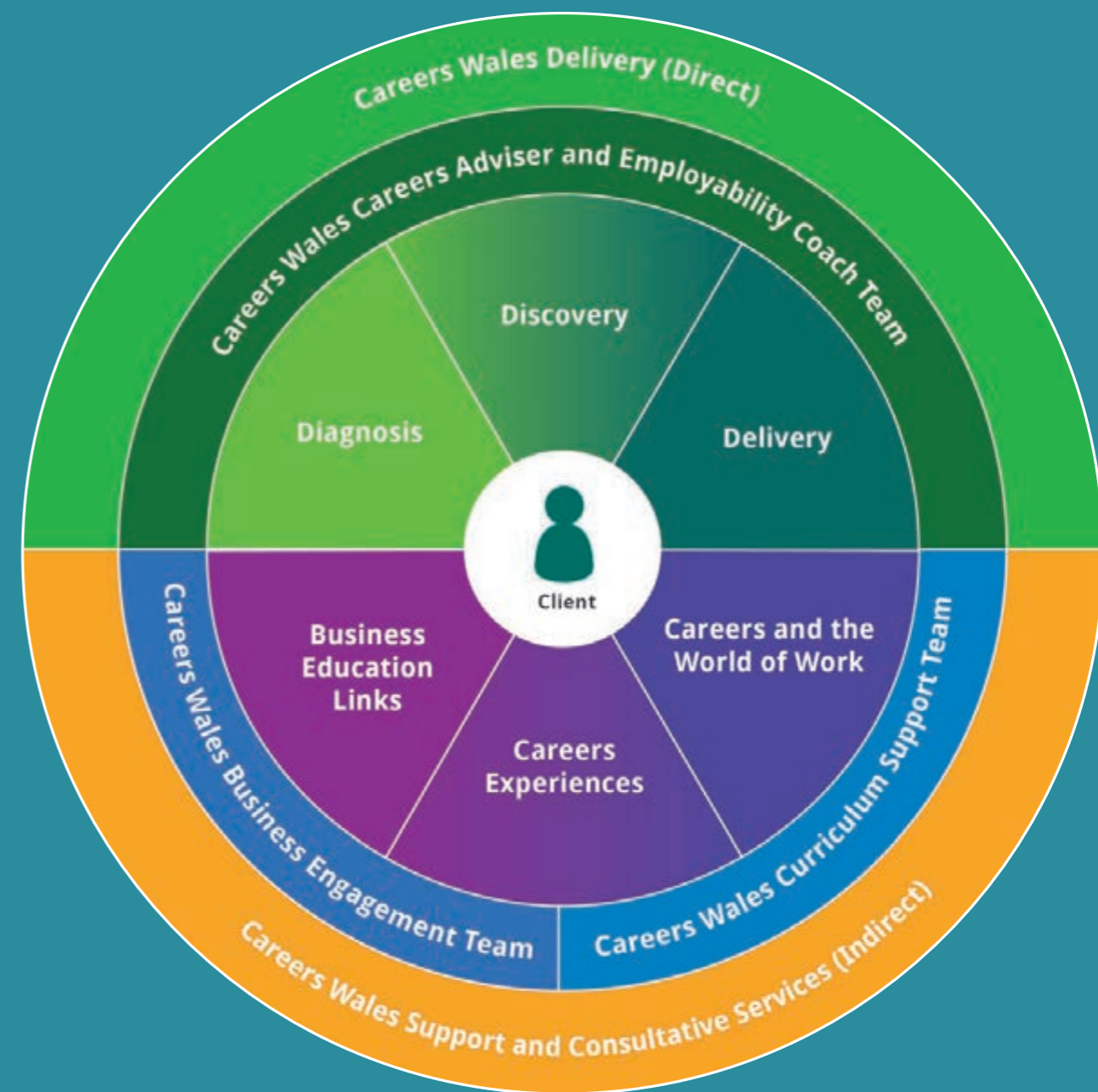
### Business Engagement Team

A national team of Business Education Advisers will be able to take advantage of their expertise and knowledge of national and regional labour markets to facilitate employer-related activities that reflect opportunities and trends across Wales.

### Curriculum Team

A team of experts with experience in career development, curriculum support and employability will aid schools to develop the new curriculum and help individual teachers and careers leaders to provide relevant and well-informed learning, raising the standards of careers education within schools.

Figure 2: Teams that Deliver



9 Impact and Outcomes

Our services will have a particular focus on the following outcomes for clients in order to equip them to make effective career decisions at key transition points throughout their lives:

**Awareness:** Greater understanding of Labour Market Information (LMI) and the learning, training and employment opportunities available to them. Awareness of their own strengths, skills and abilities, where they can improve and who can help them;

**Aspiration:** Increased ambition and motivation to participate in employment, education and training;

**Ability:** Improve the effective use of skills and competencies to make decisions and develop the resilience to adapt to deal with changing circumstances; and

**Action:** Improved confidence, skills and ability to use their contacts, to implement plans, make successful applications for sustainable employment, learning and training.

By supporting clients to attain the career management skills described above, Careers Wales contributes to the following outcomes for Wales:

- improved efficiency of labour markets by reducing skills mismatches;
- increased participation and attainment in education and training (reducing number of young people who are NEET);
- reduced drop-out and ‘churn’ within post-16 education and training; and
- increased take up of Apprenticeships.

In addition, our support services for partner organisations will help:

- other agencies target their services more efficiently and effectively; and
- ensure the new Curriculum for Wales prepares young people for the world of work.

Figure 3 demonstrates how our key delivery teams across Career Wales will work together to achieve these outcomes.

Figure 3: Team Approach to Delivering Outcome

OUTCOMES	CURRICULUM TEAM	BUSINESS ENGAGEMENT TEAM	CAREERS ADVISERS & EMPLOYABILITY COACHES
Improved efficiency of labour markets by reducing skills mismatches	Bringing knowledge of the labour market via training sessions for teachers	Building Education Business Links in key sectors and growth areas	Showcasing LMI via CW.com and promoting via multi-channel campaigns
	A national bank of teaching resources on LMI on cw.com	Targeting key employers to work in schools with pupils	CIAG informed by expert knowledge
	Facilitating work experience in WG priority areas	Working closely with Regional Skills Partnerships on bespoke approaches to developing the talent pipeline	Tailored workshops and events informed by LMI, focused on local need
	Feedback to schools on career aspirations of pupils through data analysis (career check / destinations)	Providing local opportunities and work focused experiences to schools/colleges (work experience, visits, vacancy newsletter)	Raising awareness of specific recruitment difficulties of employers
Increased participation and attainment in education and training (reducing number of young people who are NEET)	Supporting schools to develop the new Careers Curriculum	Identifying and training employers to work with young people to address barriers to learning	Effective identification of pupils at risk of becoming NEET and putting suitable provision in place
	Supporting schools in development of specific areas of the CWoW curriculum (e.g. if high number of NEETs, focusing on this element of the curriculum)	Vacancy bulletin	Working with parents
	Destinations data – Yr 12/13	Opportunity Awareness sessions	Liaising closely with schools to track progress and progression plans of pupils
			Ongoing employability support for Tier 3 clients
Reduced drop-out and 'churn' within post-16 education and training	Effective awareness raising of the CWoW Framework, including the role of CW and the CMCs	Arranging employer led events to identify career pathways	Advocacy and liaison with opportunity providers to facilitate entry to EET
	CAP	Supporting the WG's "Have a Go" strategy	Targeting support to young people at key transition points
	Supporting schools in the 14+ and 16+ options process	Brokering school/ employer partnerships which focus on specific local shortage areas	Providing careers advice and guidance via different channels
			Tracking and 5 Tier model identification of those at risk
Increased take up of Apprenticeships	Raise awareness of options with pupils and teachers	Encourage work based learning providers to develop links with schools	Arrange innovative and engaging activities to showcase apprenticeships
	Work closely with organisations who influence young people to raise awareness of post 16/18 options	Work with employers to develop strategies to attract young people to non-traditional learning opportunities	Promote gender equality and parity of esteem
		Work with employers to provide information on maximising the offer of apprenticeships	Work with parents to raise awareness of value of apprenticeships
Helped other agencies target their services more efficiently and effectively	Help schools plan provision that broadens horizons	Matching employers with schools to meet their needs and provide meaningful pupil experience	Develop and interpret data collection on aspirations that helps match supply and demand
	Supporting schools/ college to understand the role of the careers family		Work closely with other agencies to inform of CW practice to minimise duplication
	Embedding the careers framework across the curriculum	Collection of LMI to inform service delivery, partner provision and curriculum resource development	Advocating on behalf of clients to request appropriate provision to meet their needs
Ensure the new Curriculum for Wales prepares young people for the world of work	Provide careers experience and expertise to help develop the new curriculum	Raise levels of understanding and experience of educators by arranging placements in industry	Driving a collaborative approach with school staff to delivering careers support
	A consistent national voice to work with school improvement services across Wales	Provide a cost effective approach to linking with employers to deliver the pupil offer	
	Work with NQTs to support their understanding of how the new curriculum relates to the workplace	Support employers' understanding of the new curriculum	Gain thorough understanding of entry routes and requirements for progression into career opportunities

## 10 Rationale for Change

The PwC Strategic Review of Careers Wales sets out detailed analysis and evidence to support the priorities set out in this vision.

We believe that we can add the greatest value to clients and the Welsh Government by concentrating our resources more strongly on young people – helping them through key transition points up to the age of 19. We will have a particular focus on Key Stage 4 as this is the period when young people face the widest range of options about their future and are in greatest need of our support. Although our services for adults will be limited by comparison and necessity, we believe that there is a very strong case for maintaining an all-age service – and the flexibility and agility it brings to Wales. There is significant demand for our services from adults and the infrastructure and expertise needed to support young people through key transition points can also be used to help adults back into work.

### Stronger Focus on Young People

A total of 98% of our clients stated that Careers Wales had helped inform their career and learning choices. Unfortunately, we currently only have capacity to deliver face-to-face support to about half of those in Year 11. Over recent years there has been a significant reduction in the number of Careers Advisers working in secondary schools, with some advisers splitting their time between up to six schools. We believe that this is leading to poor career choices and wasted expenditure on education and training. Similar concerns have been expressed by the Enterprise and Business Committee<sup>10</sup>, Estyn<sup>11</sup>, Professor Wynne Jones<sup>12</sup>, Professor Tony Watts<sup>13</sup> and Professor Sue Maguire<sup>14</sup>.

### Enhanced Support for Partners

The quality and scale of careers education in schools across Wales is variable<sup>15</sup>. Faced with competing pressures, the level of resource allocated by schools to careers work has reduced significantly, during a period when Careers Wales' resources also decreased. This gap needs to be addressed if we are to successfully implement the new Curriculum for Wales and prepare young people for the world of work. Given our significant expertise, but limited capacity, enabling and training partners to help clients with their career development is an effective use of our resources.

### Efficiency Savings

Although the evidence indicates that face-to-face careers advice and guidance has the greatest impact, and is preferred by clients of all ages and abilities, a key element of our vision is to extend the reach of our services by using digital technology. We will also make efficiency savings by streamlining processes, maximising the time delivery teams spend supporting clients and by reducing overheads such as our estates costs.

### Difficult Decisions

Even with the efficiency savings and developments described in this report, the demand for our face-to-face services will exceed our capacity on a total budget of £28m. To deliver the stronger focus on young people set out in this vision we will need to limit our face-to-face support for those above compulsory school age by prioritising: 16-18 year olds who are NEET or in danger of dropping out of education and training or in the youth justice system; and adults who are unemployed or facing redundancy.

<sup>10</sup> National Assembly for Wales Report: Assisting Young People into Work'. Recommendation 8 page 6, National Assembly for Wales Enterprise and Business Committee <sup>11</sup> "Learner support services for pupils aged 14-16" Estyn (2014) <sup>12</sup> "Review of Learning Delivered by Further Education Colleges and the Relevance of that Delivery in Supporting Farm Businesses in Wales" Professor Wynne Jones OBE (2015) <sup>13</sup> Independent evaluation of the impact of Careers Wales, Professor Tony Watts (2015) <sup>14</sup> "A Think Piece on the Possible Options for Improving the Performance and Efficiency of sixth forms in Wales" Professor Sue Maguire, Maguire Policy Research (2016) <sup>15</sup> "Informed decisions -The implementation of the Careers and the World of Work framework", Estyn (2012)

## 11 The Case for Investment

The Welsh Government invests £4.3bn in education and skills each year. By improving the quality of individuals' career decisions, Careers Wales can play a key role in helping to reduce waste in the sector, thus increasing the return on the Welsh Government's investment and freeing up vital resources. We also make a significant contribution to the economy of Wales.

### Unintended Consequences

Between 2009-14, all countries across the UK saw a period of decreased investment in the provision of careers information, advice and guidance as governments responded to austerity measures. A significant body of evidence<sup>12, 16, 19</sup> has emerged on the unintended consequences of this response to budget pressures.

In recent years the Welsh Government has halved its investment in Careers Wales and, subsequently, directed the organisation to target our services at those young people at greatest risk of becoming NEET. Whilst the number of young people becoming NEET in Wales has reduced, one-third of young adults who did not receive face-to-face advice and guidance from Careers Wales (as they were not at risk of becoming NEET) have changed their post-16 career and learning plans after leaving school<sup>16</sup>.

This is adding significant pressures to Welsh Government's post-16 education and training budgets. The total cost to the Welsh Government of drop-out from post-16 education and training is greater than the annual cost of delivering this vision. In addition to drop-out, there is the cost to the state of individuals changing their plans. For example, the National Training Federation for Wales (NTFW) estimates that around a quarter of 21-30 year olds starting an Apprenticeship have a degree.

We are not asking for the funding for Careers Wales to be returned to historical levels, but we are confident that if the Welsh Government supports this Strategic Vision we can significantly reduce the costs of drop-out and changes to learning plans.

### Economic Impact

The implementation of this Strategic Vision will also have a long-term impact on the economy of Wales by improving the efficiency of labour markets, reducing skills mismatches and helping people to realise their potential. There is a significant body of evidence to demonstrate the economic impact of careers information, advice and guidance<sup>17</sup>. Based on costs identified by the Audit Commission, the work done in one year by Careers Wales to prevent young adults from becoming NEET has saved an estimated £201.7m in public welfare costs and £504.3m in costs to the economy. These returns relate just to our work with 16-17 year olds in 2015-16.

### The 'Competition'

It is worth noting that, over the last two years, England and Scotland have both significantly increased their investment in their careers services. Scotland in particular now views impartial careers information, advice and guidance as central to its skills and economic development plans. We cannot afford for Wales to fall behind.

<sup>16</sup> Research undertaken with Clients not in receipt of face-to-face guidance interviews in Year 11, Beaufort Research (May 2016).

<sup>17</sup> "The Economic Benefits of Career Guidance", Tristram Hooley and Vanessa Dodd July 2015

"If young people receive adequate, tailored, and encouraging careers guidance they will be less at risk of becoming NEET or churning in and out of low paid jobs. It is this which will save money in the long term, not restricting the advice available at source."

**Barnardo's, August 2013<sup>18</sup>**

"Good quality career advice... can help to tackle the skills misalignment by making young people aware of the opportunities available in the job market and helping them to match these opportunities to their skills and interests. Failing to invest will only exacerbate the skills mismatch, which in turn will have a negative impact on the country's productivity."

**The House of Commons Sub-Committee on Education, Skills and the Economy, July 2016<sup>19</sup>**

**Welsh Government commissioned reviews:**

"Careers Wales has a key role in providing advice and guidance of career opportunities in the sector. In discussion with various stakeholders, I have been left with the firm impression that they are under-resourced."

**Professor Wynne Jones, review of Learning Delivered by Further Education Colleges and the Relevance of that Delivery in Supporting Farm Businesses in Wales (January 2015)<sup>10</sup>**

"We recommend strongly that the Welsh Government should ensure that Careers Wales provides face-to-face advice and guidance for every young person who needs it."

**National Assembly for Wales Enterprise and Business Committee (recommendation accepted by the Welsh Government)<sup>8</sup>**

"Wales has a world-class careers service, at a remarkably low cost... to further erode this would be a false economy."

**Professor Tony Watts<sup>20</sup>**

"I'd like to thank you for seeing me at such short notice back in September, also for the outstanding advice you gave myself, you've really opened my eyes and pointed me in the right direction for me to fulfil my career... Also I'd like to thank you for believing in me, you're such an inspirational person and a truly amazing career advisor."

**Unemployed adult client who found employment and went on to become a Director of a small business**

"Some interviewees argued that increasing choice meant that effective IAG was more important than ever. There were therefore concerns that cut backs in services like Careers Wales had negatively impacted upon young people's access to IAG. It was also observed that without access to professionals who could advise them, learners might struggle to make full use of the increasing amount and accessibility of LMI, when making choices."

**Review of progression planning in further education in Wales (June 2016)<sup>21</sup>**

**Welsh Government commissioned reviews:**

"With the reduction in funding to support individual guidance provision in schools by Careers Wales there remains a risk of student drop-out."

**Professor Sue Maguire, A Think Piece on the possible options for improving the performance and efficiency of sixth forms in Wales (March 2016)<sup>7</sup>**

<sup>18</sup> "Helping the inbetweeners", Barnardo's, August 2013 <sup>19</sup> "Careers education, information, advice and guidance", House of Commons Sub-Committee on Education, Skills and the Economy (July 2016) <sup>20</sup> Professor Tony Watts, Impact and risk assessment Careers Wales July 2014 <sup>21</sup> "Review of progression planning in further education in Wales" Welsh Government (Rhodri Bowen and Dr. Duncan Holtom) (June 2016)

12 Costs and Options

There is strong support for this Strategic Vision amongst clients and stakeholders. At a total budget of £28m, we believe that it is a realistically costed proposal that represents excellent value for money and which will underpin a range of Welsh Government priorities.

The proposed budget to underpin this Strategic Vision is set out at Annex E.

Between now and 2019-20 the budget incorporates efficiency savings in estates costs of 34% and Supplies and Services of 13%.

To deliver this Strategic Vision requires a modest increase in total Welsh Government funding of 2% in 2017-18, 0.8% in 2018-19 and 5.8% in 2019-20 (the increase in the last year coincides with our anticipated end of ESF income). The fully costed vision represents an efficiency saving of £14m or 33% compared to the budget for 2010-11.

The modest increase in income and significant efficiency savings will be used to invest in: front line staff resources to deliver the new offer for young people described in Section 3 of this report; and new digital services described through the report.

We are firmly of the belief that lower levels of funding will actually increase the cost pressures faced by the Welsh Government, due to resulting inefficiencies in the education and training system<sup>22</sup>. Nonetheless, some budget scenario options for the Welsh Government are set out below (the implications are cumulative as income shortfall increases):

INCOME SHORTFALL	IMPACT ON VISION	IMPLICATIONS/COSTS FOR WALES
£1m	No 'Redundancy Support' for adults' (see Section 5)	No capacity to support major redundancies (e.g. Tata). Adults facing redundancy would face increased barriers and delays re-entering the labour market. Impact on Welsh Government's ReAct programme.
£2m	No 'Supporting Best Practice' or 'Data Hubs' (see Section 6)	Delays and inefficiencies in implementing the new Curriculum for Wales. Other agencies unable to target their services as efficiently and effectively.
£3m	No 'Raising Awareness' or 'Employment' support for 16-18 year olds (see Section 4)	Increase in the number of 16-18 year olds remaining NEET. Significant risk that the Welsh Government would not meet its pledge on Apprenticeships.
£5m	No 'Skills, Referral and Guidance Service' for adults (see Section 5)	Increased adult unemployment. Increased inefficiency of adult education and training programmes. Significant risk that the Welsh Government would not meet its manifesto pledge on adult employability skills programme.

Any additional funding above £28m could be deployed extremely efficiently using our existing infrastructure. An additional £2m, for example, would enable Careers Wales to deliver a comprehensive service for adults and allow us to make an even greater contribution to the Welsh Government pledge on adult employability.

<sup>22</sup> Lower levels of income would also involve significant redundancy costs for the Welsh Government and the potential crystallisation of pension liabilities (currently £20.9m).

13 Recommendations

We recommend that the Welsh Government:

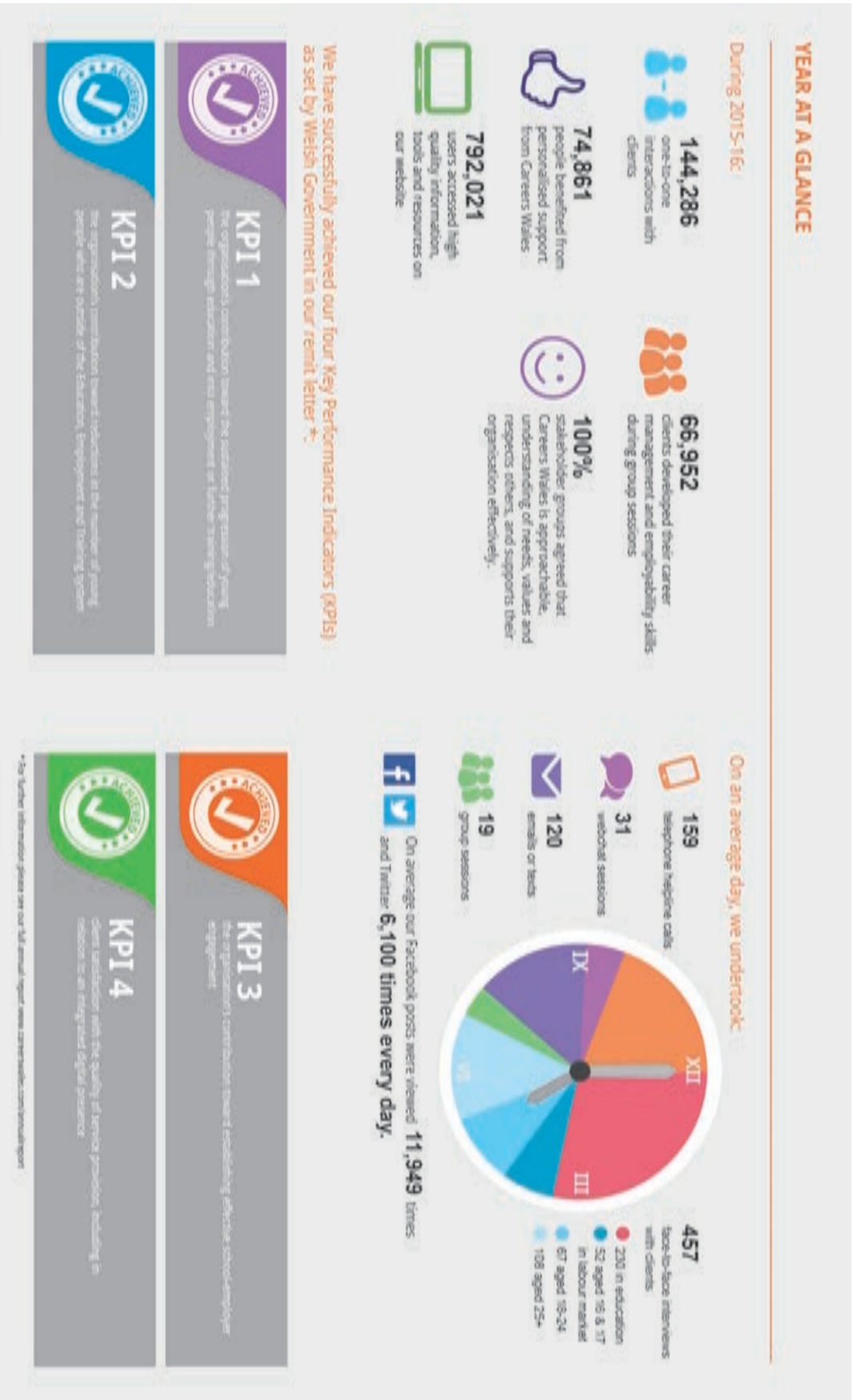
- Considers the evidence set out in this report, including the findings of Welsh Government commissioned reviews which relate to the provision of careers information, advice and guidance (see page 21);
- Consolidates its various budgets for Careers Wales into one income stream from 2017-18, in order to support greater stability, responsiveness and flexibility; and
- Supports this Strategic Vision in full.

In summary, supporting this Strategic Vision in full will result in the following developments:

FOR INDIVIDUAL CLIENTS	
1. Better and more sustainable outcomes	More young people, and their parents, will have support through key transition points up to the age of 19
2. Greater opportunities to experience and understand the world of work	School pupils will benefit from our new innovative approach to delivery - the Career Discovery Model
3. Enhanced support to re-enter the labour market quickly and efficiently	Support will be available to adults in greatest need
4. Enhanced support to understand and access the labour market	All clients will have access to innovative new digital services
FOR PROVIDERS OF EDUCATION AND TRAINING	
5. Excellent careers education	We will provide training and resources to support schools and colleges
6. Support to help implement the new Curriculum for Wales	An individual 'account executive' will coordinate the delivery of our services to each school
7. Efficient targeting and co-ordination of services	Local Authorities will receive data on the individual status of young people aged 16-18
8. Improved attainment and progression	Schools, colleges, training providers and universities will benefit from learners having clearer career plans
FOR BUSINESSES	
9. A co-ordinated mechanism for engaging with young people and supporting schools	We will act as a conduit to bring employers and schools together to meet both their needs
10. Closer links to the future workforce and more efficient labour markets	Through engagement in World of Work activities and strengthened labour market information

Annex A: 2015-16 at a glance

Taken from the Summary Annual Report 2015-16

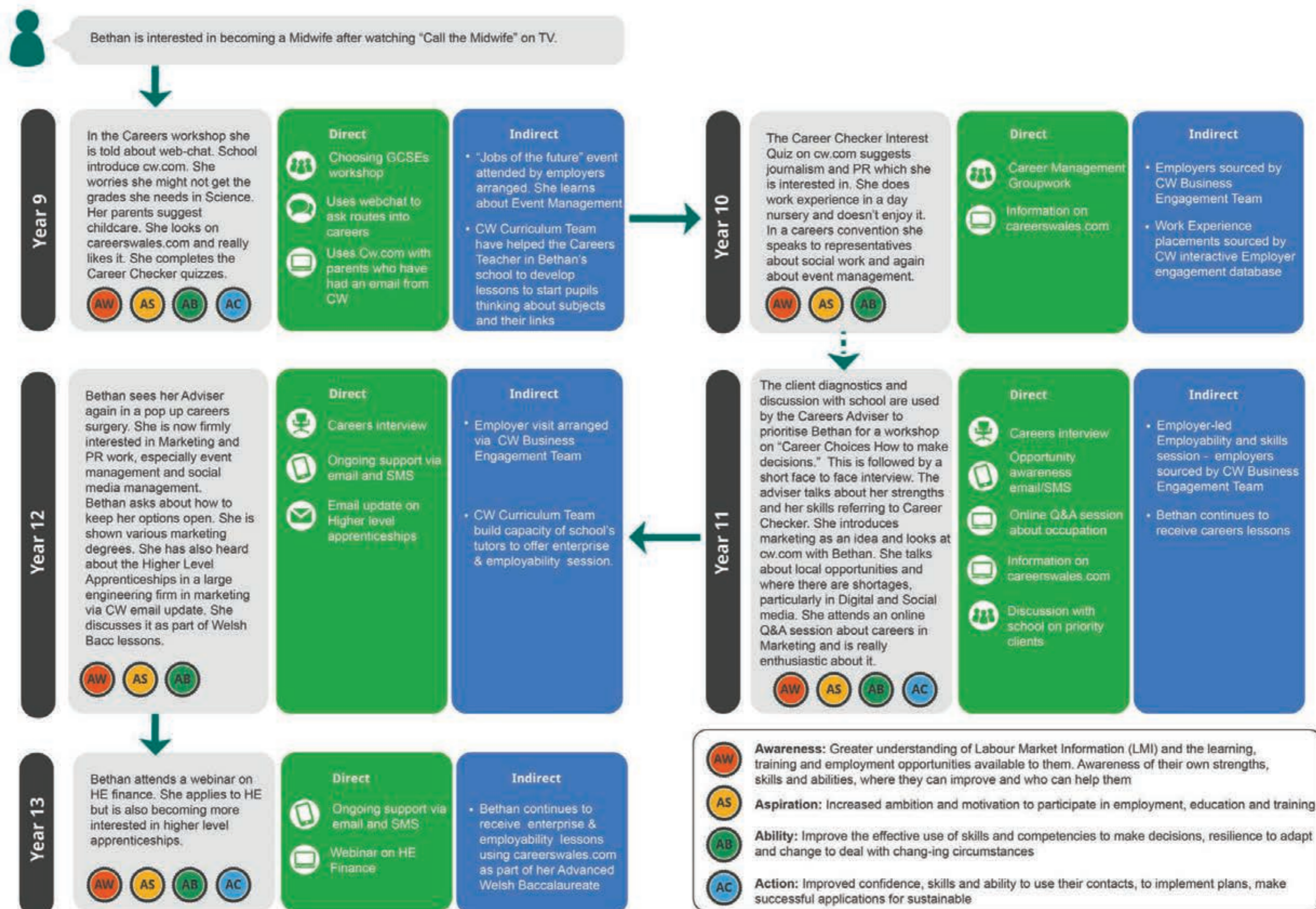


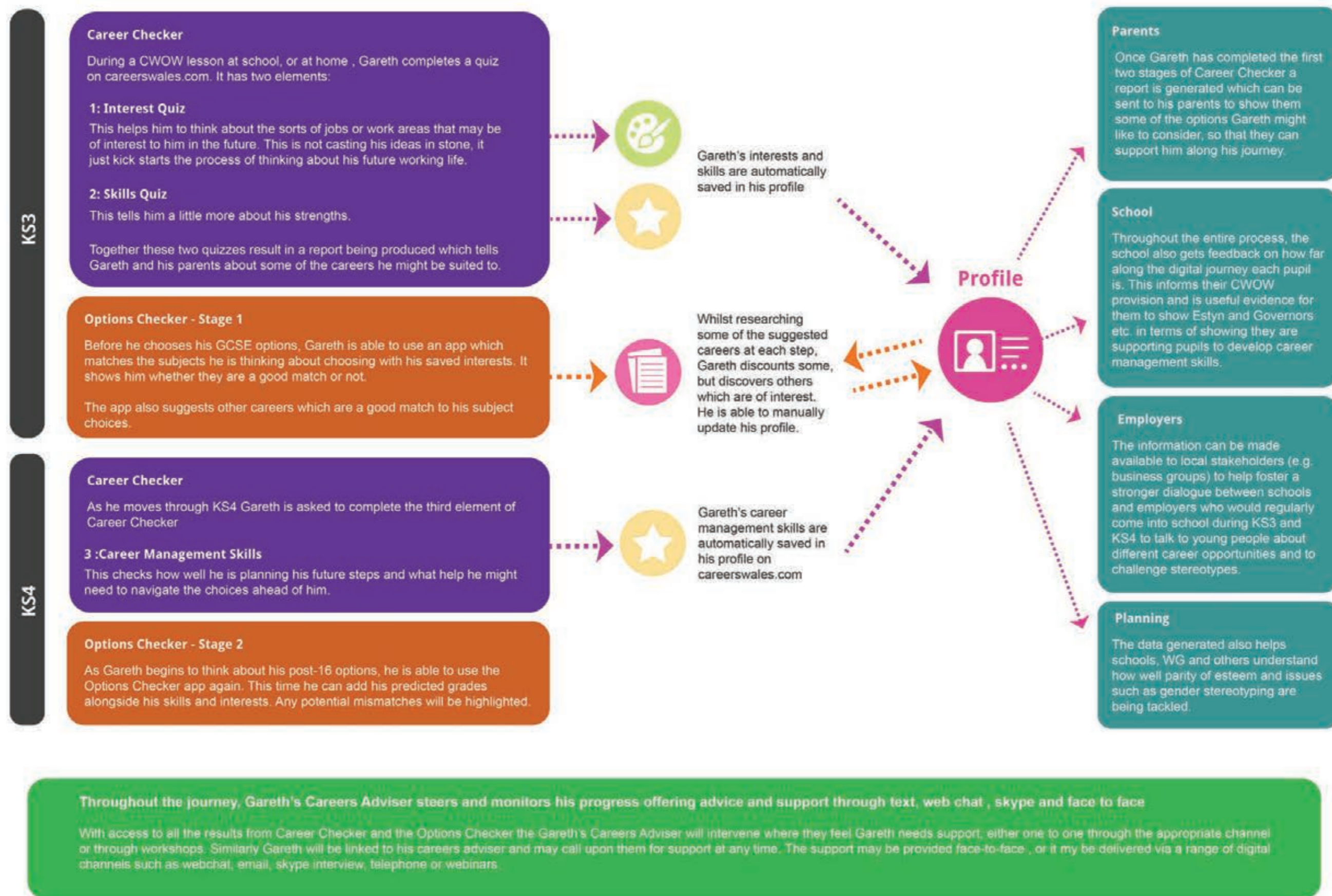
Annex B: Future Generations

Careers Wales’ Support for the Wellbeing of Future Generations Act

Goal	Description of the Goal
A PROSPEROUS WALES	The use of resources to efficiently and effectively focus on the development of young people so they have the skills to manage their own careers, raising aspirations and delivering social and economic benefits for individuals, families, communities and the economy of Wales.
A RESILIENT WALES	Building the career management skills of individuals will help build resilience and adaptability to deal with the challenges presented by 21st Century career paths.
A HEALTHIER WALES	Increasing the chances of an individual being in EET and active in society raises not only earning power but has knock-on impacts on people's physical and mental well-being.
A MORE EQUAL WALES	Providing a service to all young people will ensure that services are delivered to pupils of all abilities and levels of awareness seeking to raise aspirations and challenge stereotypes.
A WALES OF COHESIVE COMMUNITIES	Careers Guidance services have social and economic benefits that impact on communities and social cohesion. Promoting local opportunities for local people will help develop the talent pipeline and reduce skills gaps helping to make communities across Wales attractive and viable.
A WALES OF VIBRANT CULTURE AND THRIVING WELSH LANGUAGE	A bilingual service which places Welsh language as a central principle of delivery, and offers services which respond to the needs of individuals and partners in the regions of Wales. Raising awareness of young people of the skills needs of employers including Welsh Language skills.
A GLOBALLY RESPONSIBLE WALES	Increasing awareness of the global labour market and future challenges in Wales and around the world, on how economies and the environment is changing, and exposing young people to how these challenges may be met, and the opportunities in industries (e.g. "green tech") which are addressing these.

## Annex C: Career Discovery Model





Annex E: Budget Projections

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Core Contract	30,500,000	20,000,000	18,000,000	25,800,000	26,000,000	27,500,000
Opportunity Awareness	0	0	1,700,000	0	0	0
Strategic Projects 9INC WBL	973,000	966,000	800,000	0	0	0
Individual Skills Gateway		2,098,810	3,098,810	0	0	0
JGW	131,000	182,663	155,149	0	0	0
AMS	63,000	75,000	83,000	0	0	0
React		1,056,000	1,063,471	0	0	0
Dilapidations		0	400,000	0	0	0
TOTAL WELSH GOVERNMENT INCOME	31,667,000	24,378,473	25,300,430	25,800,000	26,000,000	27,500,000
Other contracts	883,000	691,124	660,698	500,000	500,000	500,000
Other contracts- ESF	530,000	3,172,000	1,200,000	1,200,000	1,200,000	0
TOTAL OTHER INCOME	1,413,000	3,863,124	1,860,698	1,700,000	1,700,000	500,000
TOTAL INCOME	33,080,000	28,241,597	27,161,128	27,500,000	27,700,000	28,000,000
Staff costs	26,200,000	22,981,222	21,777,563	22,400,000	22,700,000	23,500,000
Premises	2,978,000	2,039,000	2,433,756	1,794,756	1,602,756	1,598,756
Supplies & Services	3,400,000	2,185,375	2,239,000	2,239,000	2,239,000	1,959,000
Depreciation, Interest & Tax	117,000	200,000	180,809	208,657	190,400	188,000
Amortisation (Digital Services Investment)	0	836,000	530,000	813,000	936,000	729,000
TOTAL EXPENDITURE	32,695,000	28,241,597	27,266,128	27,455,413	27,668,156	27,974,756
Surplus/Deficit	385,000	0	0	44,587	31,844	25,244

“Our vision is for all young people to move smoothly and successfully into employment and for adults to be inspired to take control of their careers”.

# Glossary of Terms

**Business Education Partnerships** – a business’ involvement with a school or schools to provide or support activities which typically provide the following benefits: opportunities for student’s career exploration; resources to enrich the curriculum; integrating young people into the labour market by involving them in cooperative education experiences; ensuring that school teaching is relevant to the skills required by industry; assisting with curriculum development, new learning opportunities and skills development; and meeting the labour market needs of business and industry.

**Career Credits** – a pilot Careers Wales programme, designed to engage, motivate and support young people who are seeking employment, through a series of activities which increase employability and earn credits leading to the award of qualifications and rewards, such as guaranteed interviews for job opportunities.

## **Careers Information, Advice and Guidance (CIAG):**

- **Careers information** - is the provision of information and resources about courses, occupations, career paths and opportunities.
- **Careers advice** - is a more in-depth explanation of how to use information and how to access Career paths and opportunities.
- **Careers guidance** - is a deeper intervention in which an individual’s skills, attributes and interests are explored in relation to their career options and personal circumstances.

**Careers education** - is the delivery of learning about careers as part of the curriculum. Careers education is often closely related to work-experience and other forms of work-related learning. Schools and other learning providers are responsible for delivering careers education through the Careers and World of Work curriculum.

**Careers Family** – term used to describe the wider network of organisations who support the career development of citizens in Wales, in addition to the professional information, advice and guidance provided by Careers Wales.

**careerswales.com** – the website of Careers Wales, the national careers guidance service in Wales.

**CDI** – the Career Development Institute is the single UK-wide professional body for everyone working in the fields of career education; career information, advice and guidance; career coaching, career consultancy and career management.

**Churn** – phrase used to denote young people moving-in and out of education, employment and training early and thereby undergoing multiple periods not in education, training or employment (NEET).

**Common Area Prospectus** – an online tool hosted on careerswales.com that provides young people aged 16-19, their parents, and those working with them, with a searchable directory to enable them to explore and apply for the education and training programmes available throughout their area.

**Curriculum for Wales** - A new curriculum for Wales being developed with education professionals across Wales with the aim of it being available to settings and schools by September 2018.

**Destinations** – The status of young people post statutory education.

**Estyn** - the education and training inspectorate for Wales. Its function is to provide an independent inspection and advice service on quality and standards in education and training provided in Wales.

**Five Tier Model** – model used to define the post-statutory education status of young people in Wales. The 5 statuses, or tiers, are: engaged in education, employment or training; engaged in education, employment or training but at risk of dropping-out; Not in education, employment or training; Unable to enter education, employment or training; unknown. The model is used as part of the Youth Engagement and Progression Framework (YEPF).

**Hwb** – Welsh Government’s digital collection of resources to support teaching in Wales.

**Key Stage 4** – Years 10 and 11 in secondary education.

**Labour market information** – data which gives information on the conditions in, and the operations of, the market for labour, described in terms of supply and demand within jobs and industries, which helps us understand the structural trends and demands of an economy.

**Labour market intelligence** – is an analysis or interpretation of Labour Market Information in order to understand the past, present or future structure and workings of the labour market and the factors that influence it.

**National Training Federation for Wales (NTFW)** - is a Wales wide representative body of over 100 organisations or individuals involved in the delivery of learning in the workplace.

**NEET** – status of a young person who has left statutory education and is not engaged in education, employment or training.

**PwC** - PricewaterhouseCoopers is a multinational professional services network headquartered in London, United Kingdom. It is the largest professional services firm in the world, and is one of the Big Four auditors, along with Deloitte, EY and KPMG.

**QCF Level 6** – Level 6 on the Qualifications and Credit Framework, which is equivalent to a university degree and is the recognised standard required for a professional career guidance qualification in the UK.

**Regional Learning Partnerships** – are facilitation bodies which ensure that publicly-funded learning providers and associated organisations work collaboratively, effectively and efficiently across the areas of education and regeneration to meet the needs of the learners and the regional economy. Partnerships consist of key representatives from local government, higher education, further education, the third sector, private sector, Careers Wales and Job Centre Plus.

**School Improvement Consortia** – regional consortia implemented by Welsh Government, through which local authorities work together on a regional basis to provide school improvement services.

**STEM** – Science, Technology, Engineering and Maths.

**Successful Futures** – A report based on the independent Review of Curriculum and Assessment Arrangements in Wales, carried out by Professor Graham Donaldson and commissioned by the Welsh Government.

**Wales Essential Skills Assessment Tool (WEST)** - a basic skills screening tool used to assess learner’s literacy and numeracy skills prior to commencement of learning.

**Wellbeing of Future Generations Act** – Welsh Government Act designed to improve the social, economic, environmental and cultural well-being of Wales. Public bodies need to make sure when making their decisions that they take into account the impact they could have on people living their lives in Wales in the future.

**Welsh Government’s Priority Economic Sectors** - nine sectors identified by the Welsh Government as being, or having the potential to be, key to the economy of Wales, namely: Advanced materials & manufacturing; Construction; Creative industries; Energy & environment; Food and Farming; Finance and Professional Services; ICT; Life Sciences; and Tourism.

**Youth Engagement and Progression Framework (YEPF)** – a framework intended to reduce the number of young people aged 11 to 25 who are not engaged in education, employment or training (NEET). The framework has 6 elements: identifying young people most at risk of disengagement; better brokerage and co-ordination of support; stronger tracking and transitions of young people through the system; ensuring provision meets the needs of young people; strengthening employability skills and opportunities for employment; and greater accountability for better outcomes for young people.

