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Llywodraeth Cymru  
Welsh Government

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Debra Williams, Chair and Nikki Lawrence, Chief Executive  
Careers Wales  
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13 March 2019

Dear Debra and Nikki

### **CAREER CHOICES DEWIS GYRFA (CCDG): REMIT AND PRIORITIES 2019-20**

This letter explains the remit for Career Choices Dewis Gyrfa (CCDG) for 2019-20. It should be used as the basis for preparing a Business Plan for the 2019-20 financial year and how the strategy will be developed.

The work of CCDG, hereafter referred to as Careers Wales, supports the effectiveness of expenditure on education and training, thereby contributing to the economic and social well-being of Wales. Employers want access to well prepared, motivated and appropriately qualified individuals in the labour market. I view the careers service as having a fundamental role to play in helping individuals make well informed choices about courses, qualifications, training, and ultimately job opportunities relevant to them.

There is a statutory duty on the Welsh Ministers to provide careers information, advice and guidance (CIAG) services to those attending schools and further education institutions. The forthcoming Business and Strategic plans of Careers Wales shall identify how the company will undertake activities and deliver services to discharge this duty, with reference to the Programme for Government *Taking Wales Forward, Education in Wales: Our National Mission* and the cross government strategy *Prosperity for All*.

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Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

The 2019-20 remit letter directs Careers Wales to continue with the implementation of the 'Changing Lives' vision.

The annual remit letter is underpinned by two supporting documents:

- the Articles of Association for Careers Choices Dewis Gyrfu Limited; and
- the Framework Document between the Welsh Government and Careers Wales.

Together, these documents and the 2019-20 Careers Wales Business Plan, once approved by the Minister, will constitute the contract between Careers Wales and the Welsh Government.

## Budget

The core budget for delivery in 2019-20 will be £18.8m.

Closely mirroring arrangements in the current year, for 2019-20 a number of operational agreements will be established between the Welsh Government and Careers Wales covering delivery and funding of the following strategic projects, with values as noted.

Working Wales	Up to £9.18m
Business Class Cymru	Up to £144,000
<b>Sub Total</b>	<b>Up to £9,324,000.00</b>
Apprenticeship Matching Service (AMS)	To be confirmed
Elective Home Education (EHE)	To be confirmed

I will direct officials to work with Careers Wales to prepare these agreements which I expect to be in place as of 1<sup>st</sup> April 2019.

The total Welsh Government funding to Careers Wales for 2019-20 is therefore expected to be a maximum of £28.124 m, not including the Apprenticeship Matching Service or Elective Home Education which will be confirmed before 31<sup>st</sup> March 2019.

## SECTION A – Delivering the Welsh Agenda

In line with the vision 'Changing Lives', I look to the 2019-20 Business Plan to articulate how the company intends to deploy resources and transform service delivery in line with the pursuit of the following high level outcomes:

1. Improved efficiency of labour markets by reducing skills mismatches;
2. Increasing participation and attainment in education and training, reducing the number of young people who are Not in Education, Employment or Training (NEET);
3. Increased accessibility and simplification of all age employability support and referral to appropriate support, reducing adult and youth unemployment and economic inactivity;
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;
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;

6. In line with the ambition set out in the Curriculum for Wales, support primary and secondary schools and colleges to deliver experiences and opportunities to young people that help prepare them for the world of work;
7. Contribute to the Welsh Government's aim of achieving a million Welsh speakers by 2050; and
8. Stronger, more effective partnership working with key partners such as primary schools, secondary schools and employers and developing effective education-business links across Wales.
9. Continue to develop a closer working alignment with Business Wales, including the alignment of access points, referral protocols and the digital platform.

The Business Plan shall set out proposed indicators which articulate progress and achievements linked to these high level outcomes and a clear plan for establishing benchmarks where they do not currently exist, which can be used to measure progress going forward. I expect quarterly performance reports against these metrics and indicators when agreed.

*Prosperity for All* sets out a commitment to providing 'targeted careers advice', I wish to see this work continued:

1. I expect Careers Wales to continue gathering and using information on individuals' career interests and goals, and use this to ensure young people are provided with targeted, relevant and timely information, advice and guidance through channels which are relevant and appropriate to their needs.
2. I expect Careers Wales to continue to target support and services at specific groups of customers who have particular needs. For example, those at highest risk of becoming NEET or those who are struggling to make successful transitions between learning activities or between learning and work. In this context the Business Plan should articulate how Careers Wales will address the needs of different customer groups not limited to:
  - young people with Special Educational Needs (SEN) or equivalent;
  - young people 11-18 who are in greatest need of CIAG with particular emphasis on providing support to these individuals at key transition points;
  - young people identified by the SEREN programme for the more gifted and able students;
  - young people aged 16 -17 who are unemployed as part of Working Wales;
  - young people in the Youth Justice system; and
  - exploring ways to work young people that are educated at home.
3. I expect Careers Wales to continue to highlight information on learning and career opportunities linked to priority and growth sectors, growth in bilingual linguistic needs, making connections to both national strategic developments and regional economic plans. Placing a spotlight on emerging opportunities and future demand, as articulated in Regional Employment and Skills Plans 2018 and based on local knowledge. I expect the Business Plan to show how the company will use employer engagement and other events to help young people understand the opportunities they can move into in the future, opportunities which support young people into meaningful and sustainable employment that also matches their needs and aspirations. I expect Careers Wales to continue close working relationships with the three Regional Skills Partnerships.

Careers Wales has an important role to play in supporting learners to understand the value of their bilingual skills for use in the workplace thus creating confident Welsh speakers as noted in Cymraeg 2050: a million Welsh speakers. Through interaction with young people in all secondary schools and in further education colleges, Careers Wales should provide information on the use of the Welsh Language in the workplace, the demand for skills and the opportunities to maintain and develop Welsh Language skills for the future.

## **SECTION B – An offer to young people in education**

I look to the Business Plan to set out how Careers Wales will continue to drive the priorities established in the 'Changing Lives' vision and require performance information which specifically addresses the:

- continuation of the Account Executive function across all schools in Wales;
- implementation and performance of the new Working Wales service;
- continued roll out of the Education Business Exchange service;
- ratio of Careers Advisers to secondary schools in Wales;
- proportion of young people in Key Stage 4 (KS4) completing the Career Check tool through digital interaction;
- proportion of young people in KS4 wholly or partially self-served via a digital interaction
- proportion of young people in KS4 receiving face to face service
- number of employer webinars delivered;
- number of careers events/fairs supported;
- number of parents evenings supported; and
- number of young people aged 16-18 receiving Working Wales support.

The Business Plan shall set out how the company will continue to develop and roll out a digitally-led blended delivery model following the 'Career Discovery Model'. I expect impartial feedback on the impact of the delivery model and this should be taken into account to inform the continued developments.

I recognise the importance of the Account Executive role in every school. Careers Wales should demonstrate how they have taken on board feedback from schools.

In the coming year I expect Careers Wales to continue with the roll out of the Education Business Exchange, with a view to complete national coverage by the end of 2020. I expect plans for 2019-20 to set out a programme of campaigns and events that will appeal to young people and adults, engage employers and raise awareness of education, training and employment opportunities across Wales. I ask that Careers Wales continue to identify how and in what ways it will ensure young people have access to age appropriate Labour Market Information (LMI), suitably targeted and translated, so that it is relevant and accessible to young people at key transition or decision points during their learning journey via the digital discovery model.

As in previous years, Careers Wales shall enable schools and colleges to input/update their Local Curriculum Offer at Key Stage 4 (KS4) and Local Curriculum offer Post-16. Careers Wales is also remitted to continue to provide appropriate intensive support to identified learners with Additional Learning Needs across all Key Stages supporting delivery against Ministerial duties and obligations under section 140 of the Learning and Skills Act 2000 and the SEN Code of Practice for Wales. This will include the production

of Learning and Skills Plans for young people in their final year of school who have statement of SEN and the completion of funding applications for learners who seeks specialist Further Education provision. In this regard I expect Careers Wales to adhere to the revised Welsh Government technical guidance for securing provision for young people with learning difficulties and have regard to the Welsh Government policy securing provision for young people with learning at specialist further education establishments.

For many young people, parents/guardians are key influencers who have an important role to play in shaping and guiding decisions. Therefore, I look to the Business Plan to set out how Careers Wales will continue to work with schools and parents directly to improve engagement with parents and teachers to support learners' choices. Learning from current best practice, identify the most appropriate ways to include parents, including presentations at parent events and inviting parents to larger careers events.

Young people who receive support from Careers Wales are significantly more likely to follow a vocational route and enter an Apprenticeship. Impartial and independent careers advice and guidance is vital to support the Welsh Government's targets for Apprenticeships. With this in mind I will look to the Business Plan to articulate how Careers Wales will support young people and their influencers in increasing awareness and understanding of apprenticeships.

### **Offer to Children in Primary Schools**

Our proposals for the new curriculum for Wales will see Careers and Work Related Experiences being expanded, in a developmentally appropriate way; to cover children and young people aged 3-16. My expectation for the coming year is that Careers Wales will start to create developmentally appropriate resources for young people in primary school and consider how it will support staff in understanding and delivering Careers and Work Related Experiences.

### **Elective Home Education**

The Business Plan shall set out how the company will continue to develop and roll out impartial careers information, advice and guidance to known home educated young people and their families.

### **Offer to Young People in Further Education Institutions (FEIs)**

Careers Wales should continue to ensure that those young people in Further Education have access to careers information, bilingual advice and guidance services and employability support. My expectation for the coming year is that Careers Wales continues to develop a digital-first solution for post-16 learners alongside offering face to face provision to those learners that fail to self-serve. Careers Wales should look to ensure equity for FE and sixth form students.

## **SECTION C – inspiring 16-18 year olds**

Through Working Wales<sup>1</sup> (WW), Careers Wales should support and refer young people aged 16-18 into Education, Employment or Training. WW will help ensure young people are directed to the most appropriate provision and remain engaged in line with the Youth Engagement and Progression Framework (YEPF).

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<sup>1</sup> Working Wales (WW) sits outside of the Careers Wales core service provision (with the exception of WW services for unemployed and economically inactive 16-18 year olds).

In support of the YEPF, Careers Wales is remitted to provide support to young people in Tier 3 (up to the age of 18) where their primary requirement is careers related support, until they are in an outcome or no longer require support. Through the WW service, Careers Wales will also be expected to identify support for individuals in Tier 2, working with existing YEPF processes in conjunction with Engagement and Progression Co-ordinators (EPCs) at a local level.

Through WW, Careers Wales should ensure an effective hand over of responsibility for customers at age 18 to Jobcentre Plus or other agencies, according to their identified need. Careers Wales will also be looking to improving links with partner organisation who offer support to the customer group with a view to identifying appropriate support activities for individuals' to develop their career management abilities.

In bringing forward delivery plans for the coming year, Careers Wales is asked to take account of the needs of young people (10-17 years) in contact with the youth justice system, who may require additional support to overcome barriers they face when accessing and sustaining education and training opportunities. In supporting these customers Careers Wales should take account of the specific needs of young people. Where young people are within the secure estate, any engagement on the part of Careers Wales should take into account the overall resettlement planning. The primary aim of this activity will be to make contact with young people in the secure estate (whether located in England or Wales) so that an individual can readily access support once they return to their home area in Wales.

We look to Careers Wales to continue working with the Welsh Government and the Youth Justice Board to consider efficient and effective ways of supporting young people from Wales who are placed in the secure estate in England. I recognise that Careers Wales staff may need to exercise discretion and provide support to individuals who normally reside in England but are placed in the secure estate in Wales. I am content for Careers Wales to exercise their discretion in this matter, as there is not a set expectation regarding services that may be provided.

For 2019-20 I ask that Careers Wales continue to engage with the Welsh Government and the Seren Network, including the new pre-16 Seren. I wish Careers Wales to work with Welsh Government officials to explore options to be included within the Business Plan. I also ask that Careers Wales consider how customer information systems operated by Careers Wales might support the continued operation of the Seren Network.

#### **SECTION D – Employability support for youth and adults to progress towards, gain and maintain sustainable employment.**

I welcome Career Wales' commitment to the development of Working Wales to date. As set out in the Employability Plan, the new service is a key mechanism for creating a more streamlined and efficient system of employability support that is responsive to an individual's needs. The service will deliver greater visibility of employability support across Wales, and make it easier for individuals to get the support they need.

I ask that Careers Wales continue to provide the Working Wales service for 2019-20 following the launch in April 2019. This service will build on and replace the delivery of the Skills Gateway for Individuals.

Working Wales will provide comprehensive and impartial employability advice and guidance to people aged 16 and older across Wales, including those within the secure prison estate, based on their needs and circumstances. It will simplify access, tailor advice and interventions to meet the needs of individuals, and join up available support to help people reduce and overcome barriers to getting into work. I expect Careers Wales to implement the key aspects of the service to provide:

- Professional, impartial and personalised advice and guidance and assessment service to identify and overcome barriers to entering employment;
- Robust assessment of need to improve the consistency of professional employability advice and systematically refer individuals to appropriate support;
- Streamlined referral to enable a smoother customer journey to the right support at the right time;
- Modernised management information systems, and information sharing with other government departments, partners and organisations to facilitate a seamless journey for the customer; and
- Flexible delivery with the ability to adapt the delivery model and work in partnership with existing support networks;

Careers Wales should continue to refer individuals to existing provision including ReAct, Access, Jobs Growth Wales, Employability Skills Programme and Traineeships until otherwise notified.

## **SECTION E – Solutions for partner organisations.**

I remit Careers Wales to support schools in their delivery of the Careers and the World of Work curriculum, in line with ambitions set out in Successful Futures to create 'enterprising, creative contributors, ready to play a full part in life and work'.

Careers Wales shall work with schools improvement consortia to develop solutions to integrate careers education, work related activities and enterprise activities, including the development of tools and resources for subject teachers and lecturers. The Business Plan should detail, where permitted, how Careers Wales will share the information that they will gather on pupils' interests and aspirations gained through completion of job quizzes and Careers Check with partners such as Regional Learning Partnerships, schools, Local Authorities and local education consortia.

My expectation is that Careers Wales will work with a range of stakeholders, including maintained schools, FE Institutions and Work Based Learning providers, to support the identification of those at risk of disengaging from education and training. Where information sharing protocols exist, I will look to Careers Wales to share relevant annual and monthly data against the status of young people's engagement against the 5 Tier model of engagement. In doing so, Careers Wales should ensure appropriate permissions have been granted from individuals to ensure compliance with the General Data Protection Regulation. I will look to Careers Wales to continue with the roll out of the Data Hubs project, allowing read-only access to relevant reports and information against the 5 Tier model to all Local Authorities.

Careers Wales should continue to work with providers to improve the timeliness and quality of notification information submitted to Careers Wales, where young people over the age of 16 are at risk of failing to complete courses. The Welsh Government will work with the provider network (6th Forms, FE and WBL) to ensure they are aware of these requirements and their role in the Framework. Careers Wales will collate and manage

this information to ensure that it can be shared appropriately across all relevant parties, via the 5 Tier model of engagement.

I recognise the potential value of the Gatsby Benchmarks to improve careers provision within schools and colleges; I therefore remit Careers Wales to support the pilot of the Gatsby Benchmark in RCT and to consider expanding the use of the benchmarks based on emerging findings from the pilot for a sustainable model across Wales.

## **SECTION F – Engaging business.**

Experiences of workplaces, employers and employees have important roles to play in an effective CIAG system and wider careers education. 'Prosperity for All, the National Strategy' states that we will promote closer links between schools, colleges, universities and employers to better anticipate skills needs over the coming years. The new curriculum is being developed around four purposes, one of which is that our young people should become 'enterprising, creative contributors, ready to play a full part in life and work'.

In terms of the core funding in the year ahead, Careers Wales is remitted to facilitate and support a range of work related experiences. Careers Wales is invited to set out plans to continue to deliver Valued Partner Training to employers and Valued Partners Awards where resources allow.

As noted in Section B, I wish to see Careers Wales continue to roll out the Education Business Exchange. Careers Wales is asked to help partners and stakeholders to understand how responsibilities and liabilities need to be shared or managed between employers, schools/colleges and Careers Wales.

Recognising the pivotal role of Careers Wales in strengthening links between schools and employers, officials in Education and Public Service (EPS) intend to provide additional funding to Careers Wales to cover licensing and Business in the Community (BITC) support during 2019-20 so that Careers Wales can directly contract with BITC. Careers Wales shall continue to allocate resources to support the continued maintenance of between 70 - 90 Business Class partnerships which have been established via the Business Class Cymru project. This activity should form part of the suite of employer engagement activity which the company undertakes. In doing so, we expect Careers Wales to consider the impact and contribution of Business Class Cymru, and make 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.

In the coming year, I expect Careers Wales to continue working with Regional Partnerships to deliver six regional Activate ESF funded projects and to set aside proportionate resources from the core budget in 2019-20 to provide match funding for these projects. I expect Careers Wales to develop an exit strategy for its engagement with these projects during the year in preparation for the end dates of each of the individual projects and the end of ESF funding.



## SECTION G – Digital Services

The Business Plan shall set out plans to continue with the digital transformation, setting clear milestones for the continued delivery of the new digital platform and Working Wales microsite and its associated infrastructure.

I expect Careers Wales to consult with users to ensure their customer journey meets their optimal digital and face to face needs. The clear timetable for the delivery of the digital roadmap should continue to be developed and monitored.

[www.careerswales.com](http://www.careerswales.com) will be a key delivery platform and I expect Careers Wales to maintain a website which provides:

- users with access to fully bilingual and high quality careers information, necessary to support careers planning and decision making processes;
- an engaging and easily accessible environment in which users are presented with opportunities to engage with relevant and useful tools and resources that inform their career planning and decision making;
- up to date national and regional LMI which can help users build a realistic picture of the requirements and future opportunities available across different sectors of the economy and in respect of specific jobs, where possible making use of open source data;
- links to other appropriate providers of careers related information and support;
- journeys relevant to a variety of users, including learners at different transition or choice points, parents and other key influencers.
- an agile and adaptable platform capable of development in line with change and opportunities for innovation;
- a stable and secure platform which complies with technical standards for developing software in line with best practice. You should adopt current Welsh Government standards where appropriate along with best practice methodologies; and
- a portal to wider Welsh Government services as appropriate.

(Arrangements for the digital delivery of Working Wales will be detailed under a separate Operational Agreement).

### Database management and development

I look to Careers Wales to continue support for and development of the databases and systems necessary to underpin services and support described in the remit letter.

Careers Wales should maintain high standards in information management including security and resilience in line with data protection regulations and legislation and continuing to work to Cyber Security accreditation.

### Apprenticeship Matching Service (AMS)

I ask that Careers Wales continue to work with the Welsh Government on the operation of the Apprenticeship Matching System in 2019-20 for as long as possible to ensure a smooth cross over to the new system in development. Full details will be set out in a separate Operational Agreement.

### Careers Wales Connect

Careers Wales should continue to provide individuals with access to information, advice and related support through the provision of a bilingual helpline, via a telephone service and webchat provision. Careers Wales should develop a clear plan for the continued development, evaluation and maintenance of the helpline service.

## **SECTION H – Performance, Planning and Accountability**

Sustainable practice is critical if public money is to be invested responsibly. *The Well-being of Future Generations (Wales) Act 2015* states that a public body must act in accordance with the sustainable development principle. The 'sustainable development principle' is a requirement to ensure that short term needs are balanced against long term needs, and that public investment achieves maximum impact and value for money.

Careers Wales is therefore remitted to place this principle at the heart of future delivery plans to support the National Goals and to report back to the Welsh Government on how delivery plans address all the 'five ways of working' for responsible and sustainable investment; Long-term, Involvement, Integration, Collaboration and Prevention.

In 2019-20 Careers Wales shall:

- Work with the Welsh Government to develop suitable benchmarks linked to the 6 high level outcomes outlined in 'Changing Lives' and consider how these align to the 8 Gatsby benchmarks of good career guidance;
- continue to develop a self-evaluative approach to all activities and demonstrate that the organisation has delivered on the high level outcomes listed in Changing Lives;
- test and assess the effectiveness of diverse approaches within the context of the Careers Discovery Model;
- engage with users in the development of services and evaluate the effectiveness of new tools and resources as they are developed; and
- ensure mechanisms are in place to enable the organisation to understand the value of services as perceived by clients.
- Develop resources for primary schools, as Careers and Work Related Experiences will be expanded to cover children and young people aged 3-16.

In light of the transformation of Careers Wales's strategic vision, as described in *Changing Lives*, I look to Careers Wales' 2019-20 Business Plan to include performance indicators against which the Welsh Government will monitor the impact of the organisation.

The Business Plan must include sufficient detail to provide assurance that priorities set out in this remit letter are being taken forward. The Business Plan shall include all aspects noted in this remit letter and focus on the outcomes and/or impact the service offer. The Business Plan and a related three year Strategic Plan shall be submitted to officials in March 2019.

In all plans and reports, Careers Wales must make clear any additional funding it receives above that of the Welsh Government core funding specified in this remit letter. This must include where any Welsh Government resources are used for match funding purposes for ESF Programmes or other contracts which Careers Wales bids for and wins. It shall be mindful of the legal requirements identified as part of the EU

Procurement Regulations and consider any State Aid implications that might arise in regard to its service provision.

### **Use of Careers Wales financial resources**

Careers Wales shall identify within its Business Plan for 2019-20, any expenditure from its core grant that may be used to demonstrate added value to its existing service offerings or the creation of new services delivered by Careers Wales. It may also support projects led by other organisations where these align with the remit of Careers Wales e.g. applications to the Welsh European Funding Office (WEFO) to access European Structural and Investment funds, such as the ESF or ERDF.

Careers Wales is also eligible to receive additional funding from the Department for Economy Skills and Natural Resources to secure delivery of defined projects and services, which do not form part of the service offer funded as contemplated in this remit letter. The terms of that funding are to be agreed between Careers Wales and the Welsh Ministers and documented in Operational Agreements. We would ask that the company reflect, as far as possible, the full cost of delivery in these agreements to minimise cross-subsidy from core budgets.

Where other organisations or funding sources are meeting customer needs, I ask that Careers Wales take this into account in developing delivery plans, to minimise potential duplication and secure maximum overall value for money.

Careers Wales is required to comply with the Service Delivery Standards issued to Welsh Ministers. Careers Wales will receive a separate compliance notice from the Welsh Language Commissioner for Operational Standards, Policy Making Standards, Record Keeping Standards and Supplementary Standards.

I look forward to working with you and driving forward the Careers Wales Changing Lives Vision.

Yours sincerely



**Ken Skates AC/AM**  
**Gweinidog yr Economi a Thrafnidiaeth**  
**Minister for Economy and Transport**

