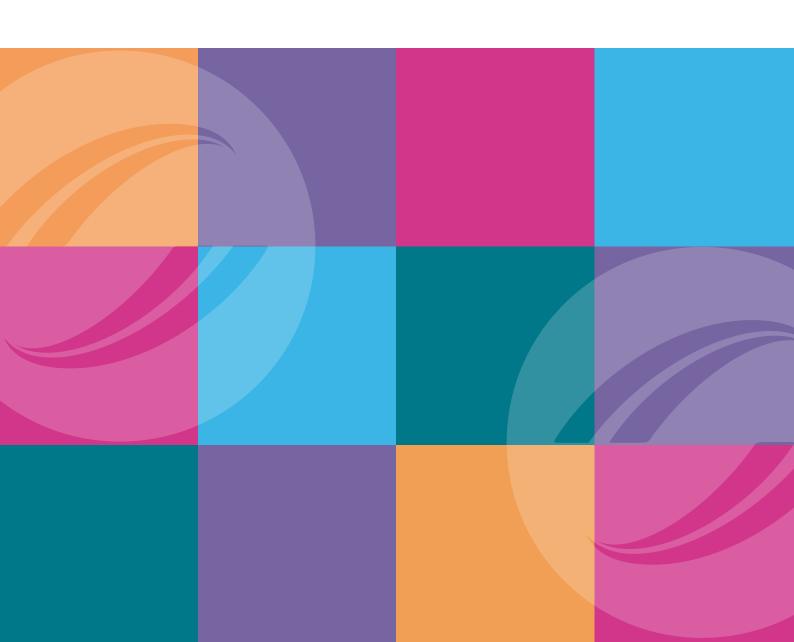


Career Choices Dewis Gyrfa Careers Wales

Annual Report 2022-23



Contents



Message from the chair and chief executive	3
Our vision, purpose and values	4-5
Our services	6-7
Well-being of Future Generations Act	8-10
Our business model	7
Brighter Futures: strategic outcomes and KPIs	11-14
Year at a glance	15
Corporate services	16
Digital services	17-18
Supporting young people	19-22
Working with employers and schools	23-25
Working Wales	26-30
Customer feedback and case studies	31-38
Other commitments	39-41
Welsh language	42-43
Equity diversity and inclusion	44-46

For support or careers guidance

Call 0800 028 4844 ☐ careerswales.gov.wales

post@careerswales.gov.wales
Webchat

British Sign Language

Join us on social media











Message from the chair and chief executive



We have great pleasure in presenting our annual report for 2022-23. It has been another successful year of growth and development for Careers Wales, which reinforces the importance of our all-age and impartial, careers information, advice and guidance service.

2022-23 marked the second year of our five-year strategy, Brighter Futures. This report includes our key achievements against this vision, and how our services supported the people of Wales and the Welsh economy.

We are especially proud of our continued commitment of putting the needs of customers at the heart of what we do. Through our blended digital and in-person service, we tailor our support to individuals' needs, providing an inclusive service that leaves no-one behind.

Our unique, all-age offer recognises that not all people progress in the same way or will face the same challenges. Our service is here for people at key moments when they need professional, impartial careers guidance and coaching to help them make positive transitions into education, employment or training. We are focussed on ensuring that our service can provide the highest quality support in a constantly changing environment. By embedding a culture of continuous improvement, evaluation, and data insight, we are confident that we will achieve this aim.

With partnership working being one of our core values, we are proud of the ongoing collaboration with the Welsh Government and key stakeholders to support customers as well as training providers, employers and businesses.

We would like to thank and acknowledge the dedication of our board members and all colleagues at Careers Wales for their ongoing contribution, expertise, and adaptability. It is through their commitment and passion that we can deliver our strategic vision of Brighter Futures, meet the requirements of Welsh Government and the changing needs of our customers, partners, and stakeholders.



We are extremely proud of what we have achieved this year, and we will continue our commitment to provide a quality service to help create a stronger, greener, fairer Wales for everyone.

Erica Cassin, Chair, and Nikki Lawrence, Chief Executive





Our vision, purpose and values



Our vision

To create brighter futures for the people of Wales

Our purpose

To support young people and adults in Wales to create brighter futures. We will do this through access to high quality, impartial careers support that makes a positive impact on individuals' education, economic, and wellbeing outcomes.

Our values

- We put the needs of the customer at the heart of what we do
- We collaborate with others to achieve shared goals
- We are innovative, technology-enabled, and insight-led.

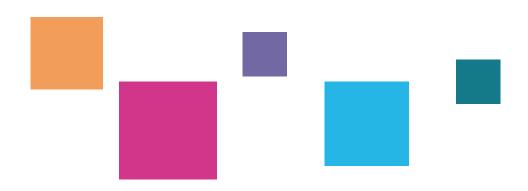
Making a difference:



- For young people: an improved understanding of the world of work, the skills needed to succeed, and greater awareness of opportunities available to them, underpinned by access to impartial careers guidance and coaching
- For adults: access to professional, impartial careers guidance and coaching to help them overcome barriers and progress into fair and decent work and training
- For businesses: through our work with schools, colleges and communities, employers will have closer links to their future workforce. We assist businesses and employees when facing redundancy, supporting reskilling and upskilling
- For schools, colleges, training providers and universities: motivated, inspired learners with clear plans for their careers, supporting improved attainment and progression
- For parents, guardians and carers: to engage with these influential figures and ensure they are aware of options available and are suitably prepared to offer support
- For Welsh Government: careers guidance and coaching supports the successful functioning of the labour market, improving economic outcomes, supporting and facilitating social mobility and enhancing the wellbeing of young people and adults.

We work closely with educational institutions, employers, partners, and community organisations to help young people and adults increase their knowledge and understanding of opportunities, skills needs, and the local labour market.

Careers Wales' digital services provide national access to information and guidance and instant personalised support through live webchat and the telephone helpline.



Our services





Bilingual Impartial Personalised Inclusive

Services in education		
Year 8-9	Year 10-13 and further education	
Broadening horizons and raising aspirations by exploring options for informed decisions	Supporting successful transitions from education to training, further learning or employment	
Educated other than at school	Additional learning needs	
Helping to sustain engagement in education, employment and training	Working with partners to agree and support learning and skills plans for positive transitions	
Parents and guardians	Education business links	
Engaging with parents, providing information and advice to support child making important decicions	Facilitating employer links with schools to enrich 'world of work' understanding	

Services in the labour market			
Youth and adult offenders	Employed or Training:	Unemployed 18+	
Supporting young people and adults during their sentence and their resettlement programmes	Supporting career reviews via information advice and guidance and through referrals to support via PLAs and WULF funds	Support to identify and overcome barriers to employment. Impartial advice and guidance and referral to further support or suitable programmes. Support to find work	
Unemployed 16-18	Redundancy / unemployment		
Supporting young people to make successful transitions to education, work, training or employability support. Referrals to EET including JGW+ programme	Assistance to access ReAct+ funding for updating skills or retraining and employability support		

Key: EET: Education, employment, training PLAs: Personal Learning Accounts

WULF: Wales Union Learning Funds

Our services





Digital services			
Curriculum support	Universal support		
Supporting schools and colleges to develop their careers and the world of work provision	Available to all: www.careerswales.gov.wales telephone helpline, webchat, social media		

Our business model



Careers Wales is a wholly owned subsidiary of the Welsh Government and was launched on 1 April 2013.

We provide impartial careers information, coaching, and guidance services to people of all ages in Wales within a remit set by the Welsh Government's Minister for Economy.

Our board comprises of a chair and up to 13 other directors who are appointed by the Welsh Government. The board looks after the governance of the company and contributes to the strategy going forward.

The economic and social well-being of Wales is at the core of our services, and we are fully committed to the principles of the Well-being of Future Generations Act.

Well-being of Future Generations Act



Through our values and principles, and by working with others, we will work in ways that ensure we are supporting the delivery of the nation's well-being goals.

The five ways of working needed for public bodies to achieve the seven well-being goals are reflected in the planning of our services.

The following case study demonstrates our ways of working and the goals we aim to achieve:

Support for career planning in primary schools

Children in primary schools might seem too young to start thinking about careers. But they begin to develop ideas about the world around them and the jobs they could do from an early age. The majority of teachers believe children should be starting to learn about the world of work and different jobs in primary school¹ as it helps to:

- Link learning to the real world and increase motivation to work hard
- Bring more relevance to their learning
- Challenge gender stereotyping about jobs and school subjects
- Broaden aspirations.

While there are no career decisions to make in primary school, children start to develop their understanding of the world of work. The **long-term** benefits of supporting children in primary schools to develop their ideas about the world of work is to help **prevent** the negative impact of poor career planning after leaving secondary school.

Careers work in primary school:

- Demonstrates to children that there are lots of different jobs
- Helps them understand why people work
- Encourages them to be excited about the future and its possibilities



- Challenges stereotypes by demonstrating that opportunities are there for everyone
- Helps them to recognise what they like and don't like doing
- Demonstrates that hobbies and interests help develop useful skills
- Helps them to understand that doing their best will give them more choice in future.

In **collaboration** with schools, we have put in place activities and resources for primary school teachers to **integrate** into their schools' curriculum. These include:

- Careers City to encourage discussion and raise awareness about key sectors
- CareersCraft to learn about different careers and undertake challenges
- 'About Jobs' videos on YouTube showing different jobs and the skills needed
- Training events for primary teachers to help them include careers in their lessons
- An annual invitation to take part in Career Discovery Week.

We also provide tips for parents about how to engage in early conversations with their child about work and career ideas. This approach makes it easier to have meaningful conversations later on, when their child does have to make a decision. Feedback from teacher and pupils about the support and resources ensures involvement in the continuous improvement of the service to primary school age pupils.



Link to Well-being of Future Generation goals

A Wales of Vibrant Culture and Thriving Welsh Language - delivering bilingual support and resources that highlight the value of Welsh language skills in the world of work.

A More Equal Wales - enabling young people to fulfil their potential no matter what their background.

A Prosperous Wales - equipping young people with the skills to think about their future career choices at an early stage of their lives.

A Wales of Cohesive Communities - supporting primary schools in communities across Wales to benefit from a better understanding of the world of work.

A Globally Responsible Wales - identifying the opportunities for future generations to contribute to a stronger, greener, fairer world.

A Healthier Wales - helping to make young people more confident and motivated about their future careers.

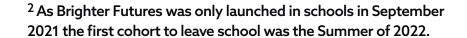
A Resilient Wales - ensuring future generations are aware of the opportunities available in the future Welsh economy.

Brighter Futures: strategic outcomes and key performance indicators



The table below summarises the strategic outcomes set out in Brighter Futures and the key performance indicators (KPIs) set out against them for 2022-23.

	Strategic outcome	KPI	Performance against KPI
1	Support young people and adults to make positive transitions into education, employment or training (EET), including apprenticeships and understand the skills required to succeed in the labour market and contribute to the future economy of Wales.	95% of pupils who receive a guidance and coaching service enter education, employment, or training upon leaving school.	96.1% of young people who received a guidance and coaching service and left Year 11 in 2022 entered education, employment or training on leaving school. ²
2	Customers who have benefitted from enhanced levels of support make positive transitions into appropriate provision.	85% of young people who receive targeted support enter EET on leaving school.	93.6% of young people who received a targeted support service and left Year 11 in 2022 entered education, employment or training on leaving school.
3	Raise customer awareness of EET and other progression opportunities.	90% of young people in education report raised awareness of opportunities.	96% of young people report raised awareness of opportunities (1,646 positive responses out of 1,709).





	Strategic outcome	KPI	Performance against KPI
4	Improve access to the benefits of careers guidance and coaching support through collaboration and engagement with partners and influencers.	Partnership agreements with 100% of partner organisations that enable improved access to the benefits of careers guidance and coaching.	96% of institutions signed a partnership agreement (245 institutions out of 255).
5	Inform and motivate young people about the world of work through engagement with employers and role models.	Careers Wales facilitates at least one employer engagement event in 95% of secondary schools in Wales.	95.7% of schools received at least one employer engagement event (200 out of 209 mainstream secondary schools).
6	Raise young people's awareness of the skills required by economic priority sectors and how they link to the curriculum.	80% of customers report raised awareness of the skills required by economic priority sectors.	90% of young people reported raised awareness of the skills required by economic priority sectors (1,140 out of 1,262 responses)
7	Enhance the capacity of schools and careers leaders to deliver CWRE ³ within the Curriculum for Wales.	Training or consultancy support to improve CWRE programmes is delivered to teachers in 65% of the secondary schools in Wales.	Teachers from 88% of the mainstream schools have engaged in training or consultancy support to improve CWRE programmes (183 schools out of 209).

Annual report 2022-2023



	Strategic outcome	KPI	Performance against KPI
8	Deliver personalised, customer-centred services, enhanced by technology, responsive to user needs and accessible to all.	85% of customers report their needs were met by an online service.	90% of customers reported that their needs were met by Connect, our first point of contact service (1,232 positive responses out of 1,363).
9	Create a highly skilled, engaged, diverse, and agile Careers Wales workforce.	100% of trainee careers advisers successfully complete their Level 6 Diploma Career Guidance and Development qualification within the two years allocated. 75% of employees report positive levels of engagement with the company.	Of those advisers who have qualified this year, 65% of them did so within the two-year window (11 out of 17). Our people survey is a bi-annual survey. It will be conducted again in 2023-24. In 2021-22 75.9% of employees reported positive levels of engagement with the company.

Annual report 2022-2023



	Strategic outcome	KPI	Performance against KPI
10	Optimise our use of technology to transform our ways of working and develop the digital skills and capabilities of all Careers Wales employees.	Improvement in the digital skills and capabilities of Careers Wales employees.	In a digital skills survey 90% of employees were identified in the top two quartiles. A learning and development programme will be put in place and improvement will be measured by a reduction in the 10% of employees requiring support with their digital skills.
11	Inform our strategy, policy and service developments through customer insight, business intelligence, data and analytics.	No KPI but progress is monitored through our continuous improvement framework.	No KPI but progress is monitored through our continuous improvement framework.

2022-23 year at a glance



- The Careers Wales website had close to 2 million page views and over 68,000 customers used one of our career assessment tools to generate personalised careers suggestions based on their skills, personality and interests. This helps them to make informed decisions about their next steps.
- 82,778 interviews were delivered by careers advisers via telephone, video and face-to face to 39,729 young people in education⁴.
- Over 51,000 young people in education attended one or more of 2,790 interactive career planning group sessions.
- Almost 1,600 separate employer-led activities were facilitated in secondary schools including mock interviews, presentations, site visits and carousel days, all mapped to CWRE in the Curriculum for Wales
- The Working Wales service has reached almost 30,000 people, including 4,678 young people aged 16-18 and over 25,000 adults aged 18+.
- We supported over 40,000 customer contacts through our multi-channel Connect service. Connect is a first point of contact service for our customers.



⁴ Interviews are defined as Guidance, Information and Advice interactions delivered by Careers Advisers via telephone, video and face-to face.

Corporate services



Staffing

The current headcount (as of 31 March 2022) was 633 (seven more than 31 March 2022). The full time equivalent (FTE) is 569.94 (8.98 more than 31 March 2022). The gender balance is 76.9% female, 23.1% male.

There were 59 recruitment exercises, 16 more than last year, including all-Wales campaigns for trainee and qualified careers advisers. Retention remains high although the turnover rate has increased to 7.5% compared to 6.5% last year (8.3% by FTE compared to 7.2% last year).

Health and wellbeing

The health and well-being of employees is a key priority for us, with a particular focus on movement, mental health and stress management.

The Corporate Health Standard is part of the **Healthy Working Wales** programme and is the national mark of quality for health and well-being in the workplace. We have been reaccredited with the silver award.

Learning and development

We invested significant time in supporting the launch of the mid-career review with workshops on the use of Morrisby (psychometric assessments and questionnaires), menopause awareness, money guidance, carer awareness and bereavement awareness. We also supported customer-facing colleagues to develop their skills in working with targeted groups in schools, and to develop lead worker skills with adults.

There are currently 25 trainee careers advisers working towards their Level 6 Diploma in Career Guidance and Development, and 5 employability coaches working towards their Level 4 Careers Advice and Guidance.

Employees have been pursuing apprenticeships in business administration, leadership and management, digital analytics, IT, and social media.

Five aspiring managers started on the leadership development programme

Finance

At the time of writing this report the end of year accounts for 2022-23 were still being finalised. Our **statutory accounts for the past three years** are available online and 2022-23 will be added in due course.

Digital services



- The Careers Wales website had close to 2 million page views with customers using the site over 580,000 times. The Working Wales website had over 118,000 visitors, an increase of over 73% on last year.
- The website provided information related to over **750** job titles and specific industry sectors. The most popular area of the site, 'job information', was accessed by over **147,000** users, an increase of **79%** on last year.
- Live opportunities were made available to our customers through our apprenticeship and course searches. These applications had a combined use of over 71,000 users.
- Careers Wales and Working Wales social media accounts, including Twitter, Facebook, YouTube, Instagram, and LinkedIn, reached a combined total of 69,918 followers by the end of the year with a total of over 93,000 engagements.
- Connect is a first point of contact service for our customers which provides digital one-to-one employability support through our team of qualified employability coaches. This includes CV help, interview support, job search, and labour market information (LMI). In addition to the 40,000 customer contacts handled, we provided over 4,000 instances of one-to-one employability support.
- Our award-winning CareersCraft Minecraft resource continued to be used globally as an innovative way to learn about different careers and sectors. During the year, several improvements based on user feedback were made to the navigation, LMI and the lesson plans as well as building a new area. All improvements will be released in 2023. Since the launch in 2020, CareersCraft has been downloaded on Microsoft Marketplace over 6 million times and is now in the top 0.5% of most popular downloaded education maps on Marketplace.
- We assessed employee's digital competencies to ensure they have the skills needed to do their jobs and provide excellent customer experiences. 92% of employees were assessed, and tailored learning plans are due to be rolled out in 2023.





We ensure information and support is available at the click of a button through digital services that are accessible and easy to use.

The website is a 24/7 source of information and was used by thousands of customers throughout the year.

As part of ongoing website developments, we worked with parents to launch and integrate a new section which houses resources and information to help them support their child. We also developed a suite of CV templates to support customers with their employability needs.

We continued to embed our new LMI function, and our new Future Jobs Wales resource went live. Future Jobs Wales allows users to access sector specific LMI, so they know more about what jobs are needed now and in the future across key industries. We produced regular LMI bulletins including features on the digital economy, the construction industry and apprenticeships in Wales.

We replaced our former Job Match Quiz with the new Career Match Quiz, built in line with customer need. Alongside this we launched a new logged-in solution which over time will provide customers with a personalised space on the website to store and access careers information relevant to them.

Further work was done to meet accessibility standards on the website, and we also introduced a British Sign Language (BSL) channel in Connect and across our careers centres.

We launched a new project management framework to ensure our projects are managed consistently and efficiently across the company. We worked with our Premises team to upgrade our careers centre branding, helping to ensure our customer spaces are vibrant, friendly and welcoming.

We also involved our customers in several user research projects to help shape our services and products on key areas such as our parent strategy, how customers generally want to access our services and employer engagement within schools.

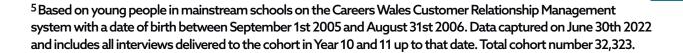
This year, the Digital Innovation team have concentrated on creating digital resources and packages linked to the areas of learning in the new curriculum for schools, group works, resources for primary pupils as well as supporting a wide range of local and national digital events.

We also conducted extensive work on back-end website development, including enhancing the performance and speed of our Course Search application, Job Information and About Jobs products.

Supporting young people



- Key Stage 3 is where we begin to directly engage young people to develop their understanding of the breadth of options available to them. We use a variety of tools to do this, including group sessions, interviews, online quizzes and interactive sessions.
- We delivered 772 group sessions to over 19,000 Key Stage 3 learners covering topics such as decision making, opportunity awareness and career matching. In addition, 3,008 interviews were delivered to young people in Key Stage 3.
- Key Stage 4 students are introduced to the evolving world of work and encouraged to learn more about their career options and how to take their next steps. 63,553 one-to-one interviews were delivered to 31,041 young people in Key Stage 4 to discuss their career ideas and over 28,000 attended interactive group sessions.
- The support provided to students in sixth form focuses on post-18 transition and developing an understanding of their options for the future. 3,705 young people received this support through one-to-one meetings and 122 group sessions.
- Students attending further education colleges are provided with follow up support including guidance and coaching interviews. During the year 3,208 students accessed our support via a careers interview.
- Our advisers work with young people with additional learning needs to support a planned and successful transition from school. We provided 4,068 one-to-one interactions to 2,690 statemented and statement equivalent young people.
- As well as supporting students, it is also important for our teams to engage and involve parents and carers. There were 9,312 recorded contacts with parents and carers, and advisers attended 196 parent evenings.
- Across their time in Key Stage 4, 21,314 ⁵ of the 2022 school-leaver cohort received an interview with a careers adviser delivered via video, telephone or face-to-face. This represents 66% of the cohort.



Supporting young people



Our work in schools and colleges supports young people to become more effective at planning and managing their careers in an ever changing and complex job market

With a dedicated careers adviser integrated into every mainstream and special school in Wales, students can access careers information and support throughout their educational journeys. To enable this, we work in partnership with schools to agree a delivery plan based on the needs of the school and individual pupils. Careers advisers focus on the short and long term needs of pupils with an emphasis on:

- Broadening horizons
- Raising awareness of the skills required in the modern labour market
- Developing skills for short and longer-term career planning
- Providing support at key transition points for pupils who need it, to prevent them falling out of education, employment or training.

Our work in Key Stage 3 focuses on broadening horizons and raising aspirations of young people in years 8 and 9 as they prepare to choose their subjects. Careers advisers deliver workshops on topics that include making decisions, challenging gender stereotyping and introducing our Career Match Quiz.

Our focus in Key Stage 4 is to support young people to progress to the next stage of their education and career. We offer all pupils support which will be differentiated to meet their individual needs. Pupils are allocated to one of four categories:

- Universal support advice and information via group sessions, personalised digital contacts, website (including webchat) and telephone helpline
- Career Check support those who need guidance and coaching as identified by our Career Check survey
- Targeted support aimed at those young people who require additional support to make a positive transition into employment, education, and training
- 4 Additional learning needs (ALN) support for young people with ALN

Supporting young people



Careers advisers are available to support young people in post-16 education both in sixth form and college. The support is primarily focused on learners identified as at risk of not completing their post-16 course and preventing them becoming NEET ⁶.

We have a team of advisers who also support young people who are educated in a setting outside mainstream schools (EOTAS) or at home, ensuring that these young people have an equal opportunity to receive careers guidance and coaching.

We recognise that for many young people, parents and carers are key influencers on their career decisions. Engaging and collaborating with parents is a key priority for us, providing them with up-to-date information and advice to support their child in their career planning. Our advisers attend parent evenings and events where they can share up-to-date information on options and the labour market.

Pupil destinations 2022

We undertake the annual survey of school leavers on behalf of Welsh Government. This survey looks at the education, employment and training progression routes chosen by young people. It provides a useful snapshot of pupil destinations which informs careers staff in their work with customers, parents, teachers, and employers as well proving an invaluable aid to partners and colleagues involved in planning learning, training, and employment opportunities.

2022 marked the first year since the Covid pandemic where external examinations were held for learners in Wales. In 2020 and 2021 results in these years were awarded on the basis of centre determined grades.

Key findings from the survey of 55,715 school leavers from years 11, 12 and 13 in 2022 include:

- Continuing in full-time education remains the most popular choice of destination for pupils in each of the three year groups
- A higher percentage of females than males across all three cohorts chose to continue in full-time education

Annual report 2022-2023



- There were 1,066 school leavers from years 11, 12 and 13 known to be NEET in Wales, representing 1.9% of the total cohort
- The percentage of young people entering government supported training and work (employed and non-employed status) was highest for those in Year 11 at 4.4% (1,437 individuals)
- The percentages of young people going straight into employment stood at 3.4% for Year 11, 2.4% for Year 12 and 12.7% for Year 13
- Entering the labour market (either training in the workplace or employment) was a more popular choice with males than females across all three cohorts in 2022.

The full report can be found here: Pupil Destinations 2022 | Careers Wales (gov.wales)

Working with employers and schools



- We delivered our second annual virtual career discovery week, for primary schools (February 2023) and secondary schools (July 2022). They included a range of digital employer-led careers activities linked to all areas of the new curriculum. In total, 154 secondary schools and 320 primary schools signed up to take part representing a significant growth on the previous year.
- We continued to deliver a bespoke employer engagement service to special schools and pupil referral units (PRUs) with sessions delivered in 38 different settings.
- 687 training and consultancy sessions with teachers in 237 secondary schools, special schools and PRUs across Wales were delivered. These sessions focused on key topics, such as embedding careers and work-related experiences (CWRE) in the curriculum, leading CWRE programmes, labour market information, and CWRE tools and resources.
- Training and consultancy sessions were delivered in approximately 60 primary schools. This is a new area of work for us, and we hope to develop this further in 2023-24.

Our team of business engagement advisers bring together schools and employers, with the aim of informing, inspiring and motivating young people about their career opportunities.

Our CWRE co-ordinators aim to build the skills, knowledge, and confidence of education professionals to deliver effective careers programmes and integrate CWRE into their curriculum.

We continued to develop our huge library of employer videos available to schools to support the curriculum. Our resources were developed into six digital 'packages' covering each area of the curriculum. These packages included videos and LMI covering a wide range of sectors and jobs linked to each area.

Working with employers and schools



We delivered a range of live events including Choose Your Future careers fairs across Wales. We also delivered What Next events aimed at pupils with ALN in all regions, as well as a sector based Creative Pathways event in North and South Wales. We coordinated a national digital Welsh in the Workplace event aimed at promoting the value of Welsh to students in Welsh-medium schools. Our annual apprenticeship fair at City Hall, Cardiff also took place and was attended by over 75 employers and more than 1000 students.

We continue to work with schools and employers to embed employer support in the curriculum. Our national searchable database of employers, the Education Business Exchange, is available to schools. We have re-developed the employer section of our website to provide detailed guidance on how to work with schools. We have continued to develop the School Valued Partner initiative, which aims to build sustainable links between schools and key employers, and now have 74 active integrated partnerships in Wales with a plan for expansion. Many of these employers were recognised at our Valued Partner Awards ceremony which took place in Cardiff on 8 November 2022. We also published a case study brochure to showcase the range of employer work happening in schools.

We have continued to deliver projects in collaboration with partners. We successfully concluded the Activate project which we delivered regionally with local authority partners and was aimed at young people at risk of being not in education, employment, or training (NEET). We facilitated a wide range of employer engagement activities as part of this project and placed a significant number of students into tailored work experience (TWE) opportunities. Based on the success of this project, during the summer of 2022 we successfully placed 100 identified young people on TWE placements as part of the Welsh Government-led Renew and Reform project to help those affected by Covid-19. We have since been commissioned by Welsh Government to place 500 young people on TWE across the 2022-23 and 2023-24 business years.

Additionally, as part of the Renew and Reform action plan, we delivered an alumni project in secondary schools. This attracted over 800 individuals who signed up to support their former school. We worked intensively with 25 identified schools to support a range of alumni-led activities. We also worked with Neath Port Talbot local authority on a Community Renewal Fund project to facilitate work experience for a Year 10 cohort in a local school. We continued with the STEM Gogledd project in north-west Wales where mentors have supported a wide range of activities aimed at attracting more learners into STEM based progression routes and careers.



Working with employers and schools



We continued to support the roll-out and use of the CWRE toolkit and toolbox which were developed in conjunction with the Career Development Institute (CDI). We also added resources to our Hwb directory and our series of 'realising CWRE in the curriculum' Hwb playlists have been viewed 2095 times. A cohort of 14 teachers from across Wales embarked on our flagship Level 6 Certificate in Careers Leadership qualification, which is endorsed by the National Academy of Educational Leadership.

We worked with CDI to complete a feasibility study into the potential development of a new CWRE award to replace the Careers Wales Mark, a curriculum improvement tool that we have delivered in schools and colleges since 2010. The study led to ministerial approval, and we now have a draft Careers Wales Quality Award which we aim to pilot with 30 settings across Wales from September 2023. The award builds on the CWRE toolkit and will require schools to assess their leadership of CWRE, the content of their programme and the impact it has on learners. The award will be available for primary as well as secondary schools and will further strengthen our offer to this sector.





Working Wales is Welsh Government's tailored approach to providing accessible and impartial careers and employability guidance and support to the people of Wales.

Targeted at young people aged 16-17 from the point they leave education and adults 18+. The service emphasises a local and national presence, assisting people through to their next destination including further learning, training opportunities, securing employment and redundancy support.

Services have been designed to be inclusive, accessible and comprehensive. Support is provided in a blended format to suit customer needs and preferences, and includes face to face interviews, group delivery, a telephone advice-line and webchat service, as well as support over the telephone and through other digital channels.

- Young people: 4,678 young people aged 15-17 were supported. Support included 9,181 direct interactions with individual customers including 3,213 face-to-face interactions, 3,197 telephone interviews, as well as 2,595 calls to our telephone advice line and video interviews. We also undertook 6,391 advocacy interventions on behalf of young people with employers, learning providers and support agencies.
- Adults: We support customers 18+ who are unemployed, economically inactive, facing redundancy, who have barriers to progression or who are seeking career changes. We also support adults who are in work but seeking careers guidance or advice on reviewing or reinventing their careers. During the year over 25,000 adults received support, delivered via 65,324 direct interactions with individual customers. These interactions included 25,019 face-to-face interactions, 21,315 telephone interactions and 1,140 video interactions. In addition, our Connect service supported over 17,500 callers during the year. We also undertook 15,630 advocacy interventions on behalf of customers with employers, learning providers and support agencies.











- Support for forced migrants: During the year we supported nearly 800 migrants, asylum seekers and refugees across Wales. In response to the increased volumes of forced migrants seeking support, the service:
 - Increased the number of languages into which our information leaflets are translated to 23 languages (including Ukrainian)
 - Appointed regional migrant and refugee 'champions' across Wales who received additional training and access to meetings and resources. This approach aims to build and retain knowledge and expertise that can be used directly to support customers as well as providing an expert reference point for other colleagues.
 - Designated a budget to enable customers to access the UK ENIC services. This service allows individuals to gain information on the UK equivalence of qualifications achieved abroad. It helps by providing the internationally recognised Statement of Comparability that demonstrates how international qualification compare to UK versions. We supported 477 UK ENIC applications by migrant and refugee customers. This supported journeys into work by ensuring that potential employers could be assured of the level of qualification achieved and their equivalences in the UK.
 - Significantly increased the use of Language Line instantaneous translation to access our support at careers centres and outreach locations for customers for whom English is a second language.
 - Developed positive and impactful partnership with the Welsh Strategic Migration Partnership, ESOL and Employment Group. Two of our managers are now members which has helped to increase knowledge and partnership working in these areas.
 - Delivered our services at a number of bridging accommodations including Ty Magor and Aberdare Welcome Centre.
 - Developed a forced migrant and asylum seeker toolkit for careers advisers.









Redundancy: As part of Welsh Government's ReAct+ service, our teams of careers advisers work closely with employers and individuals who are facing redundancy. Often being the first people on site to help, our advisers offer support and guidance to people often facing traumatic and challenging experiences. They provide employers with packages which include the immediate rapid response support, one-to-one careers guidance, employability skills support and help preparing applications.

Our advisers worked with 2,942 individuals, delivering 10,429 interventions and creating 1,461 action plans. We also provided support during a number of large-scale redundancies by delivering information sessions and one-to-one clinics on-site at employer premises. We worked in collaboration to deliver joint group sessions with DWP so that customers were made aware of their options in relation to benefits, as well as the support that Working Wales and the ReAct / ReAct+ programme offer. The integrated approach by this dedicated team minimised the difficulties and disruption faced by customers during this time.

Secure estate: Support for adults is also provided to offenders in custody. Using a referral process, prisoners have access to one-to-one guidance as well as information about the local labour market and support to apply for opportunities pre-release. We then continue to be available to people upon release from prison to provide support during the transition and prevent reoffending.

Our work in prisons is primarily based in men's prisons across Wales. However, we have also supported female prisoners at HMP Styal and HMP Eastwood Park in London during the year and have allocated named advisers to these institutions to ensure that women prisoners locating back to Wales upon release are appropriately supported. We supported 949 prisoners and held 1,463 interventions, including follow-up support. We also worked closely with prison staff in the new employment bureaus to support prisoners with employability skills and to help ease their transition back in to work upon release.









Co-location and outreach support to customers: Part of the Working Wales remit from its inception in 2019 was the goal of 'reaching out' to customers by taking the service into the community. This concept was severely tested during lockdown, but we have since steadily re-built our outreach network and are now delivering a service from careers centres and over 80 outreach locations including job centres, libraries and community hubs. The outreach locations allow us to extend the reach of our service to communities and groups that may otherwise not present for services. They also allow us to integrate our services alongside others to make them more accessible for customers. Between November 2022 and March 2023 over 4,600 customers supported were seen at outreach locations.







Working Wales





Events:

- Refugee jobs fair: this was a well-attended event in partnership with Cardiff Council and hosted approximately 700 people. The event resulted in referrals on the day for further support from the team. We were also able to support the language needs of customers through Arabic, Urdu, Punjabi and Ukrainian.
- Parents event: a trial event was held at Victoria Primary School in Wrexham to focus on parents who needed careers support. CfW were invited to support this event and we plan to use this as a template for similar joint events in future.
- Afghan Ukrainian Citizen Jobs Fair at JCP: providing a 'marketplace' of support for colleagues working in this space. 150 delegates attended this event.
- Wales Strategic Migration Partnership: a welcome event in Cardiff where over 200 people visited our stand and the team had 132 meaningful interactions with attendees.
- Andrew Scott recruitment events: We hosted two events at our Newport and Pembrokeshire careers centres. Over 60 customers attended across both events along with dozens of partner agencies. Job offers were made to 13 customers on the day with a further 10 invited for second interviews.
- Cardiff Into Work Advice service: we were heavily involved in the planning and delivery of this jobs fair for refugees where 275 people visiting our stand.
- Mid-career review event, Vale of Glamorgan: Communities for Work+ (CfW), the library service and DWP were involved in the development and promotion of this event which saw over 25 employers, learning providers and employability support organisations exhibiting. Nearly 100 customers attended to enhance their awareness of programmes, vacancies and pathways that help people to change or re-start their careers.









The following examples have been provided via anonymous customer feedback surveys or via unsolicited emails and messages:

Supporting young people

66	"It was amazing and really
	opened my eyes to different
	lines of employment."



- "She made it really comfortable for me and gave me good advice and information about potential future career options."
- "She was great she helped me understand what I was going into, made sure I had a plan B, as I didn't, and she showed me the options. I couldn't have asked for better."
- "The careers adviser did an amazing job of helping me understand what possibilities there are after my GCSEs."
- "Really comfortable environment to talk about how I feel when it comes to the near future."
- "He was lovely and helped me understand my options, he explained everything clearly and made everything feel more possible. After having the interview, I went home feeling more motivated towards my future which I think is really good."
- "Opened my eyes to industries I never knew existed, which could be options for me."



Working Wales



"Both the receptionist and adviser were very knowledgeable, approachable and helpful. I received very specific and practical advice that opened my mind to a new attitude towards finding experience and drawing on skills and knowledge that I didn't appreciate I already had. Prior to this interview at Blaenau Gwent, I had a preconceived idea that careers advice was solely for 16-18 year olds. This couldn't be further from the truth."



"My adviser listened to me with respect and compassion. She explained how Careers Wales could support me to improve my chances to secure a job. Great service, beyond my expectations. Thank you!"



"I like the way she is helping me and how she explains the options to me. I get on well with her and if I did not have her I would not have passed my level 1 in child care course online - she helped me find the course."



"I had an appointment at the Job Centre and asked if there was help available to review my CV. My Job Centre advisor arranged for me to see a careers adviser straight after my appointment. She was so helpful. I have been feeling a bit down and disillusioned with the job search process but the careers adviser offered excellent advice and feedback on my CV and also advised on possible opportunities that may be available to me. I have a follow up meeting with her in 2 weeks which I'm really looking forward to. I cannot thank her enough for giving me the boost I needed."



"I was very anxious before attending this meeting but was made to feel reassured and at ease."



"I suffer with various issues. I felt very comfortable talking about them. I feel I can move forward and start to build a new career path. Thank you."





Working with Ukrainian refugees in Year 11

Due to the impact of the war in Ukraine we have worked with school-age Ukrainian refugees. In Ysgol John Bright in Llandudno we supported four Ukrainian refugees in Year 11 who had fled the war.

Working with the school's additional learning needs coordinator (ALNCO) and the local authority's English as an additional language (EAL) services teacher, our adviser in the school was able to establish the needs of the young people. Initially, language acquisition was the priority, so it was agreed that career planning support would start after allowing some time for them to settle into school life in Wales.

Support needs were significant – the pupils had little or no English or Welsh language skills on arrival; they had been placed in an English-medium school and attended classes as soon as they arrived; there were displacement issues with no knowledge of where they might be placed next after their initial six months were complete; and they had no knowledge of the education system in Wales.

Having attended a training session on the use of translation tools alongside discussions with the EAL services teacher, the adviser hosted a group session with the learners of Year 11 to explain how post-16 education worked and to find out what ideas they had in mind for themselves at 16 and longer term. The adviser created a handout to support this in English, Ukrainian and Russian to help the learners access the information. A translator app was used in the session and learners also supported each other.

The adviser saw each learner individually to support them with looking at their next steps and longer-term ideas. They also liaised with the head of sixth form and the local college. This good practice was shared with other advisers in a similar position.

The four young people now understand the education system in Wales and are aware of how we can support them in their planning and progression. Those who were ready to make applications have done so. The young person who did not yet feel ready to make an application knows that ongoing support is available. Two of the four would like to return to sixth form and have identified their subject choices and aspirations. The school can look at arranging an appropriate package.



Link to Well-being of Future Generation goals

- A More Equal Wales providing an inclusive and responsive service to those in greatest need.
- A Prosperous Wales equipping young people with the skills to plan their future career choices effectively for the long-term.
- A Wales of Cohesive Communities providing refugees with the information, advice and guidance to help them settle and integrate into their new communities.
- A Globally Responsible Wales supporting refugees at a time of humanitarian crises.
- A Healthier Wales supporting the mental well-being of young people at a time of crisis in their lives.

From unemployed to teaching assistant

Laura was unemployed for over two years having left her nursing career of 20 years. She wanted a change of career and was interested in working with children. There were barriers preventing Laura from getting into work, but after receiving consistent support from Working Wales on her employability skills, she secured a teaching assistant role. Laura said:



"Careers Wales has helped me so much with my employability skills and the staff are so helpful and friendly. I would recommend Careers Wales to anyone who needs support or is struggling with looking for work."



Employer engagement - William Hare Engineering Ltd

We worked with William Hare Engineering Ltd. (WH) to promote the apprenticeships at their site in Risca, near Newport. They were looking to recruit four apprentices in fabricating and welding. As well as promoting the apprenticeships to young people who had expressed an interested in this area of work, WH attended local schools to deliver a workshop. The aim was to highlight apprenticeships with local companies and develop a greater awareness of labour market information (LMI). The application process encouraged students to create a CV, think about careers in engineering and consider their own career pathway.

One of the schools who requested a workshop for their Year 11 pupils was Islwyn High School, near Blackwood. Following on from the workshop WH offered a site visit for students who were interested in applying for the apprenticeships. From the initial workshop and site visit, WH confirmed that several students had submitted applications for the apprenticeships.

One of the students from Islwyn High, Connor, was successful in getting an apprenticeship. Connor was "over the moon" when he heard he had been successful as he was unsure of his next steps if he did not secure an apprenticeship. His teachers at Islwyn High had supported him with his application and Connor said the offer of the apprenticeship had motivated him to work harder for the GCSE grades he needed to be accepted.

Connor is enjoying his apprenticeship and believes he made the right decision. He is on site four days a week working on projects for Hinkley Point alongside attending Coleg Gwent where he is undertaking technical drawing to enhance his site work. Connor's mentor has said that he is doing well, is keen to work and is showing a sense of maturity. WH have guaranteed him a job at the end of his apprenticeship.



Link to Well-being of Future Generation goals

- A More Equal Wales enabling young people to fulfil their potential no matter what their background.
- A Prosperous Wales equipping young people with the skills to access opportunities in the labour market.
- A Wales of Cohesive Communities supporting young people to achieve gainful employment and training and contribute positively to their communities.
- A Healthier Wales helping to make young people more confident and motivated about their careers.
- A Resilient Wales ensuring future generations are aware of the opportunities available in the future Welsh economy.



Curriculum support - Female IT professionals help inspire Cardiff girls



Female IT professionals visited pupils from Corpus Christi Catholic High and Willows High in Cardiff. The purpose of the visit was to inspire pupils to consider careers in IT and computer science.

Girls in Year 9 had the opportunity to speak to female IT professionals from leading employers in Wales including:

- Admiral
- V12 Finance
- Cardiff Council
- Alcumus
- Hodge Bank



- Women in Cyber
- **Companies House**
- LexisNexis Risk Solutions

They talked about what they enjoyed about their jobs, their career journeys and highlighted how IT skills are important for a range of different jobs. They also spoke about the jobs available locally and nationally, and areas they could see jobs developing in future.

Teachers from both schools said that pupils were happy to ask questions and were interested in what they heard.

Joseph Hamer, ICT/Computing teacher at Corpus Christi Catholic High said:



"The session was a fantastic opportunity for a group of Year 9 girls to see how ICT and computer science can be used in real-world professions. They got a chance to ask questions, see demonstrations and ultimately, learn what these subjects can be used for."

Adrian Cole, Careers Wales Business Engagement Adviser said:



"It's so important to let girls know about careers within the STEM industries and raise awareness of the opportunities available to them. Bringing professionals into schools to engage with pupils gives insight into the real world of work. It also allows pupils to ask questions and find out what they want to know. Hearing that pupils have come away considering IT as a GCSE option for them means we've been able to deliver what the school wanted."

Link to Well-being of Future Generation goals

- A More Equal Wales encouraging under-represented groups (in this case females) to consider careers in IT and Computer Science.
- A Prosperous Wales encouraging under-represented groups into financially rewarding occupations.
- A Resilient Wales ensuring a talent pipeline where there are mismatches in the economy.

Other commitments



Environmental performance

In 2022-23 we adopted a hybrid model of working which allowed staff to work from home or from their base office. We are in the process of developing our premises strategy to ensure that our hybrid working practices are fully aligned with our 2030 net zero strategy.

Our net zero strategy is based on setting a foundation for a whole new approach to the way that we interact with our customers to future-proof our services by ensuring we have an invigorated premises portfolio to meet the needs of the future generations of Wales. Our key objectives will be to provide modern technologically advanced offices, with low carbon emissions that will provide us with the ability to provide modern working environments that allow flexible working practices available to a wide area of the community. In line with the National strategy 'Prosperity for All' we will ensure our estates portfolio will address the needs of the community that we operate within. We have set aside a budget for capital investment in three of our owned properties to improve their epc rating in 2023/24. We have completed an environmental retrofit survey of these offices and we are aiming to complete the works in the next financial year.

Key to achieving our strategy are the environment management systems and monitoring processes which are embedded within the company. In 2022-23 we were successful in reapplying for Level 4 accreditation of the Green Dragon Environmental accreditation system. The environment data in the table below has been collected from the 30 offices that are fully under our control and where we receive invoices directly from the energy supplier. In addition to the reporting of environment data included in this report we also report annually on additional environment information to the Welsh Government, including an estimated kgCO2e emissions for homeworking (131,927), travel to work (63,831) and supply chain emissions (1,345,737).



	2020-2021	2021-2022	2022-2023
Water (Litres)	1,742,180	1,021,000	1,936,000
Business miles	57,069	209,586	275,919
Electricity kWh	281,920	306,267	356,144
Gas kWh	1,005,477	1,192,737	1,270,523
Greenhouse gases CO2 tonnes	343	348	383

Financial costs	£	£	£
Gas	21,438	20,892	26,851
Electricity	64,319	104,723	113,626
Water	9,493	5,621	16,891

To calculate the CO2 tonnes of emission for gas and electricity we use the kWh factor kgCO2e, this factor varies year on year. In 2022 there was an increase in the UK kWh kgCO2e factor compared to the previous year. The above figures represent the usage in energy across our business. As detailed in last year's statutory accounts we were expecting an increase in our emissions this financial year and the end result mirrored these expectations. Compared to the previous year our offices opened for additional days and this has resulted in an increase in business miles, electricity usage and gas usage.

In 2023/24 we are planning a decrease of 15% in our gas, electricity and water consumption. We have set aside revenue and capital expenditure to help reduce our emissions associated with buildings, transport, and procured goods and services. We are in the process of reviewing our owned and leased estate to ensure that our estates portfolio is fit for purpose to meet the needs of staff and our customer base. Our principal objective is to reduce our co² footprint by creating environmentally efficient premises as identified by their epc rating. We have identified offices that no longer fit in with our strategy and we are anticipating there will be changes to our current estate portfolio in the next financial year. Our focus is on smaller offices and we are looking at opportunities to co-locate with partner organisations.



Link to Well-being of Future Generation goals

- A Prosperous Wales resource efficiency and circular economy.
- A Resilient Wales reducing environmental impact of waste collection.
- A Healthier Wales improvement in air quality from reduced emissions.
- A Globally Responsible Wales striving for improved recycling rates and decreased emissions from business use.



We believe that offering services to the public in their preferred language is best practice and we are committed to treating the Welsh and English languages equally.

We comply with specific standards relating to service delivery, policy making, operational standards and record keeping. Our most recent **Annual Report for Welsh Language Standards** was published in September 2022.

We continue to contribute and respond to the Welsh Government's Cymraeg 2050 aim of achieving a million Welsh speakers by 2050, emphasising the value of Welsh language skills in our work with individuals, via group sessions, 'Welsh in the Workplace' employer events (see below) and marketing campaigns. We are committed to increasing the number of Welsh speakers that work for us, increasing the use of Welsh in everyday settings, creating favourable conditions for the language to thrive amongst our workforce and making increasingly effective use of data to inform the progress of our commitment to Cymraeg 2050.

Welsh in the workplace event at Rhosnesni High School.

A speed-networking event held at Ysgol Rhosnesni in Wrexham saw Welsh speaking employers from the area visiting the school to speak with pupils about their experiences.

All pupils were given a workbook to complete and took turns to introduce themselves and ask questions in Welsh. The day formed part of a unit in GCSE Welsh and provided supporting evidence towards the Welsh Baccalaureate qualification 'use of the Welsh language.'

Meinir Tomos Jones, Curriculum Leader for Welsh at Rhosnesni High school said:



"Providing opportunities for students to speak Welsh within a range of real-life contexts is integral to our Welsh provision at Ysgol Rhosnesni. Hosting a Welsh language careers fair ensures that Ysgol Rhosnesni students practise their Welsh, a key employability skill, within a formal setting with local employers; this instils confidence and gives them an advantage as they enter a competitive employment market."



Stephen Jones, Welsh language officer at Wrexham County Borough Council said:



"Pupils gained a good insight into the important role that the Welsh language plays in people's daily lives and in the workplace. This event also demonstrates how being able to speak Welsh can boost employability."

Link to Well-being of Future Generation goals

- A Wales of Vibrant Culture and Thriving Welsh Language helping young people to see the value of the Welsh language in the labour market.
- A More Equal Wales enabling young people to fulfil their potential no matter what their background.
- A Prosperous Wales developing the knowledge and understanding of young people that will help them plan their future careers.
- A Resilient Wales developing young people's social and economic progression through greater awareness of the labour market.
- A Healthier Wales improving young people's levels of confidence and motivation about their futures.

Equity, diversity and inclusion (EDI) Gyrfa Cymru Careers Wales

We are dedicated to encouraging a supportive and inclusive culture and to ensure that equity, diversity and inclusion is embedded through all aspects of the business. We promote a culture that actively values individuals and recognises that people from all backgrounds and experiences add value to the communities of Wales. By embedding the principles of EDI into our everyday practice, we ensure our actions foster the spirit of inclusion.

We are dedicated to:

- Encouraging a culture that ensures EDI is embedded in our everyday practices.
- Providing an environment where our customers and workforce are included and feel valued, whatever their individual circumstances, needs and lived experiences.
- Making the services and employment accessible to everyone, whatever their individual circumstances, needs and lived experiences.
- Treating our customers and employees as individuals, fairly and with respect; giving everyone the opportunity to thrive and develop.
- Giving our staff the knowledge and skills to be able to deliver an equitable, diverse and inclusive service and promote equity, diversity and inclusion understanding.
- Listening to and acting upon our customer and staff EDI feedback.
- Eliminating harassment or bullying of any sort; creating an environment in which disrespectful behaviour is not tolerated.
- Reviewing EDI practices and policy on a regular basis and staying abreast of EDI developments; working with external partners to help us do this.



- Measuring our progress, being transparent about our EDI work and publishing relevant documents.
- We strive to deliver an equitable service to all our customers and recognise the protected characteristic groups outlined in the Equality Act 2010 (Wales) Regulations.

Working Wales protected characteristics report.

An example of the importance we place on delivering equitable, diverse and inclusive services is the Working Wales protected characteristics report. We collect anonymous protected characteristics data from customers who receive our service and uses this data to continuously improve services.

This non-mandatory survey was completed by 1,976 customers over the year, which was 6.6% of the total number of customers supported. This data will be compared against national benchmark data and where possible, against the data from our customer relationship management system (ATLAS).

- The largest group of Working Wales customers are in the 18-24 age range. The wider Young Person's Guarantee target group (16-24) makes up 36% of customers.
- Both the anonymous survey data and ATLAS show that the proportion of customers we support who declare a disability is much lower than in the general population. This could be due to a higher than average "prefer not to say" response seen in our data or possibly because the overall population data will include customers who are unable to work or access training due to their disability and would therefore not be likely to access our services.
- Working Wales supports more customers who identify as being white than any other ethnic group, which is in line with the ethnicity profile of Wales. The service however sees slightly less customers in white groups than there are in the wider population data.
- The proportion of customers supported from Black/African/Caribbean/Black British backgrounds is almost double that in the population data for Wales. The overall representation of non-white ethnic groups among customers has significantly increased since the last report from 4.62% to 9.34%.



- Working Wales supports a higher number of customers who report their gender as being different from that assigned at birth than in the general population data (1.83% compared with 0.4%).
- Working Wales has a high proportion of customers who are single which is to be expected in line with the younger age profile of customers (61.46% compared to 35.6%).
- The percentage of customers telling us they are pregnant or on maternity leave is less than 1%.
- Our survey data suggests that Working Wales supports a higher-than-average number of customers who report "no religion or belief". This is also the biggest group (56.83%).
- The percentage of female to male customers does not represent the wider working age population. Only 40.54% of customers are female compared to 50.79% of the population. By contrast, 58.14% of our customers identify as male compared to 49.21% of the population. The Wales data only captures sex as male or female (capturing gender identity in a separate question) however the survey also offers customers the option to identify their sex as "Other" which 0.66% of customers have done. Only a small percentage of 0.6% preferred not to say.
- The data shows a lower proportion of heterosexual/straight customers than the wider population (85% compared to 89.75%). The percentage of customers who report their sexual orientation as gay or lesbian is very similar to the wider population (1.9% compared to 1.88%) however the number of bisexual customers is significantly higher than the population data at 4.37% compared to 1.63%. The proportion of customers who responded with "other" is also higher at 2% compared to 0.35%. The "prefer not to say"/no responses are similar across both data sets (around 6%).

Further information about our work in this area is available via our - **Public Sector Duty Report.**

