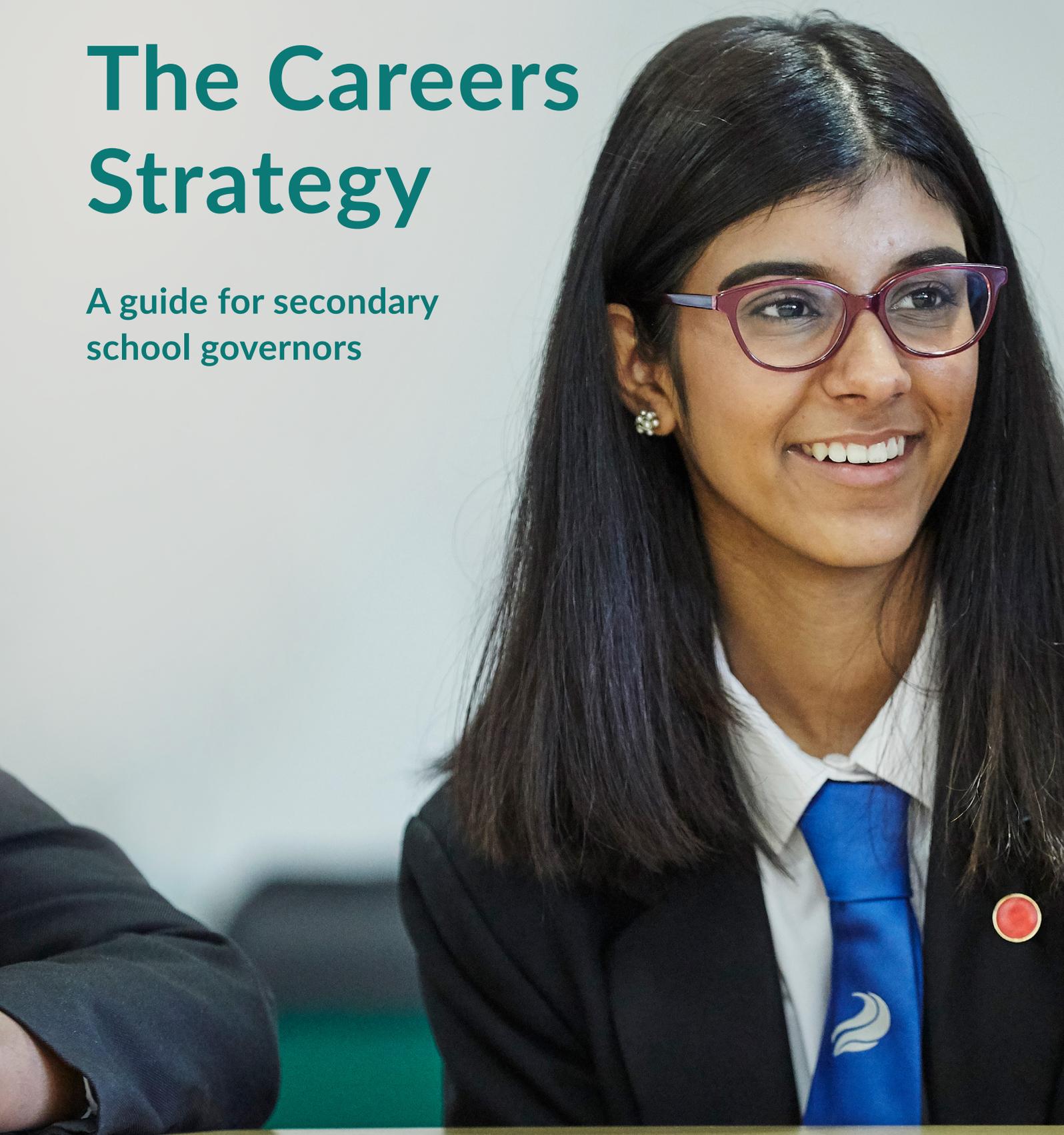


# The Careers Strategy

A guide for secondary  
school governors



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# 1 | Introduction to The Careers & Enterprise Company

The Careers & Enterprise Company was established in 2015 to help link schools and colleges to employers, in order to increase employer engagement for young people.

During our first three years, we have worked with Local Enterprise Partnerships to build a national network which now links 2,000 schools and colleges to employers. We have also funded 150 programmes to provide high quality employer engagement activities to young people where they are most needed.

The Government's Careers Strategy, published in December 2017, expanded our role.

Our role is to link schools and colleges to employers and to help them deliver world class careers support for all young people by:

- 1. Building Networks:** Linking schools and colleges to employers and other external careers providers through the Enterprise Adviser Network and Careers Hubs.
- 2. Supporting Careers Leaders:** Providing training and support for Careers Leaders in schools and colleges.
- 3. Backing the Gatsby Benchmarks:** Supporting implementation of a best practice standard for careers support, the Gatsby Benchmarks, with tools and targeted funding.



# 2 | Careers Strategy Context

## Careers Strategy

In December 2017, the government published its [Careers Strategy](#) which “aims to meet the skills that the country needs on the whole by connecting the worlds of education and employment.” In January 2018, the Department for Education (DfE) expanded on this aim in its statutory guidance for secondary schools. There is an expectation for schools to take a strategic approach to the development of their careers provision and should be using the Gatsby Benchmark framework. This framework and benchmarks were first established by Sir John Holman in the Good Careers Guidance report (2014) and are based on extensive, robust national and international evidence.

Secondary schools are expected by government to begin using the Gatsby Benchmarks to improve careers provision from January 2018 to meet them by the end of 2020. The DfE’s guidance outlines that whilst the benchmarks are “not a statutory framework... by adopting them schools can be confident that they are fulfilling their legal duties”.

Research conducted by the UK based charity Education and Employers has for the first time in England demonstrated a link between young people’s engagement with the world of work through career talks and their GCSE attainment by using a Randomised Control Trial (RCT).

The research, [‘Motivated to achieve’](#) shows that participation in career talks with volunteers from the world of work can change the attitudes of Key Stage 4 (14-16 years old) pupils to their education.

## The eight benchmarks are:



**Benchmark 1** – A stable careers programme



**Benchmark 2** – Learning from career and labour market information



**Benchmark 3** – Addressing the needs of each pupil



**Benchmark 4** – Linking curriculum learning to careers



**Benchmark 5** – Encounters with employers and employees



**Benchmark 6** – Experiences of workplaces



**Benchmark 7** – Encounters with further and higher education



**Benchmark 8** – Personal guidance

# 3 | Statutory Duties & Ofsted Requirements

Governing bodies have a key role in ensuring schools not only meet their legal requirements, but also equipping their pupils with the tools and knowledge to make informed choices about their futures. They can do this by offering strategic support to school leaders and by holding the headteacher to account for the quality of provision of careers education, information advice and guidance.

The Governing Body should ensure that the school complies with its statutory responsibilities:

1. The appointment of a Careers Leader.
2. Compliance with the Baker Clause.
3. The publishing of policy statements on the school's website.
4. Commitment to the delivery of independent and impartial guidance.

## The appointment of a Careers Leader

From September 2018, schools are expected to have appointed a dedicated Careers Leader to lead a careers programme underpinned by the Gatsby Benchmarks. The statutory guidance requires the Governing Body and headteacher to give “explicit backing” to the Careers Leader to ensure there is strong strategic leadership to develop a progressive and impactful careers programme.

Further information about the role of the Careers Leader can be found [here](#).

## The most common models of Careers Leadership are:

### 1. Middle leader

A teacher, or non-teaching member of staff, is appointed to a middle leadership role, with line management support from a senior leader with overall responsibility for careers. The role is combined with other responsibilities, as a teacher, a non-teaching member of staff or careers adviser.

### 2. Senior leader

A member of the school's senior leadership, who may be a teacher or a non-teaching member of staff, is given direct responsibility for the leadership of careers.

### 3. Outsourced leadership

The school contracts with an external organisation or individual to provide its careers leadership.

### 4. Distributed leadership

The tasks of careers leadership are shared between a group of senior and middle leaderships working together as a team.

### 5. Multi-school leadership

One individual is the careers leader for more than one school. This model is becoming increasingly more common in Multi Academy Trusts.

How a school decides to interpret this new role is down to the discretion of their senior leaders. Careers Leader research shows that the majority of schools are adopting the model of the Careers Leader advocated in the North East pilot which was a member of SLT leading the careers provision across the school, and ensuring the role has the full support of the senior leadership team.

Governors can empower Careers Leaders and keep up-to-date with developments and progress of the school's careers programme by scheduling regular meetings with the school's Careers Leader. The research showed that over a third (36%) of Careers Leaders are engaging with governors about careers at least once a term, but 44 percent only once a year and a fifth of schools are not yet involving governors regularly. By involving governors with the school's work on careers, the Governing Body can ensure that Careers Leaders are supported and challenged at a senior level.

### Compliance with the Baker Clause

From January 2018, a new duty to provide opportunities for "a range of technical education and apprenticeships to access pupils and inform them about technical qualifications and apprenticeships" was established. Every school is expected to publish a provider access policy statement which sets out their arrangements for education and training provider access to pupils and the access policy should be signed off in agreement with the Governing Body. This duty is known as the 'Baker Clause'.

The policy statement must be published and must include:

- Any procedural requirement in relation to requests for access;
- Grounds for granting and refusing requests for access;
- Details of premises to be provided to a person who is given access.

### The publishing of careers policy statements on the school's website

The careers policy statement must be published on the school's website and must include:

- Any procedural requirement in relation to requests for access;
- Grounds for granting and refusing requests for access;
- Details of premises or facilities to be provided to a person who is given access (DfE statutory guidance for secondary schools, p. 10).

Schools are required to publish the following information about their careers programme online:

- The name, email address and telephone number of the school's Careers Leader;
- A summary of the careers programme, including details of how pupils, parents, teachers and employers may access information about the careers programme;
- How the school measures and assesses the impact of the careers programme on pupils;
- The date of the school's next review of the information published.

## Commitment to the delivery of independent and impartial guidance

From September 2012, all state-funded secondary schools (including academies and free schools) have a statutory duty to “secure access to independent careers guidance” for their students aged 13-18.

Schools need to make independent one-to-one guidance available to every student throughout their secondary education. This can be through an in-house advisor or through buying in external support but the school adviser, who should be qualified to at least Level 6, should be able to demonstrate that all advice is delivered in an impartial manner, showing no bias or favouritism towards a particular institution, education or occupation.

The Career Development Institute (CDI) has developed a set of professional standards for careers advisers which includes a Professional Register of advisers holding Level 6 or higher qualifications.



# 4 | Support available from The Careers & Enterprise Company

We have a range of training and support available for mainstream schools.

## 1. Access our Network



- Partner with an [Enterprise Adviser and Enterprise Coordinator](#) – we'll partner you with a senior business volunteer and our trained Enterprise Coordinator to support you in the delivery of your careers programme.

## 2. Support for Careers Leaders



- Sign up to our free [online training course](#) to learn more about the role.
- Register for a [Careers Leaders bursary](#) to carry out training with one of our 14 training providers
- Learn more through our [6-step guide](#) for newly appointed Careers Leaders to help them make a successful start in the role.

## 3. Help meeting the Gatsby Benchmarks



- Evaluate and track your school's progress through our digital tools, [Compass and Tracker](#).
- Understand the Gatsby Benchmarks better with [our toolkits](#).
- Find high quality providers to deliver programmes within your school through our [Provider Directory](#).

## Other sources of support



Further support for Governors can also be found at:

- [National Governance Association](#)
- [Governors for Schools](#)
- The [Career Development Institute](#) website has a range of support including webinars for governors.

# 5 | Role of Governing Body

It is not a requirement however; it is recommended that schools appoint a Link Governor for careers. The Link Governor should take a strategic interest in careers education and guidance and encourage employer engagement for careers. They should be ensuring that the school, as a minimum, meets its statutory requirements for the provision of work-related learning and employer engagement for all its students. The Link Governor for careers is also encouraged to ensure that the school is constantly reviewing its practice. The Careers and Enterprise Company recommends that the Link Governor for careers meets regularly with the school's dedicated Careers Leader, Enterprise Coordinator and Enterprise Adviser to ensure that there is a coordinated approach to careers and implementing the Gatsby Benchmarks across the school.

## Role of Link Governor

The role of the Link Governor could include:

- Supporting the member of staff at the school who has responsibility for careers education and guidance by arranging regular meetings;
- Reporting back to the Governing Body on how the school's careers education and guidance is contributing to the school's strategic priorities;
- Reporting back to the Governing Body on how the school's careers education and guidance is contributing to pupils' learning and career decision making;
- Facilitating the appointment of people from the business community as school governors or associate members;
- Facilitating partnerships with local businesses;
- Ensuring that the Governing Body is advised of and meeting the requirements of the statutory guidance;
- Ensure that statutory duties are met;
- Encourage schools to work toward the Quality in Careers Standard.

# 6 | Questions for Governing Body

- Are the details of the Careers Leader and the school's careers programme published on the website? Is this accessible to students, parents, carers, employers and other stakeholders? Is it kept up-to-date?
- Does the school comply with its statutory responsibilities for Careers Education and are these reflected in the school's Careers Policy?
- Does the school advise the Governing Body of statutory duties and guidance?
- Has the school published a policy statement setting out arrangements for education and training providers to access pupils?
- Does the Governing Body have strategic oversight of careers? Is the Governing Body fully aware of the careers programme that is offered in the school, how it is delivered and evaluated? Is careers discussed at Governing Body meetings and is a written record kept of these discussions?
- Does the Careers Leader report to the headteacher and/or give a report in a full Governing Body meeting on progress made toward the broader strategic aims of the careers programme?
- How is the school performing in relation to the Gatsby Benchmarks? How does your school's performance compare to the national/local picture?
- Is the Governing Body aware of the destinations of students over time (including sustained destinations) and is a plan in place to collect, analyse and improve destination data?
- Does the Governing Body know how the curriculum promotes progression to further education, training, apprenticeships and employment?
- Is the Governing Body aware of regional and national labour market information? Does the Governing Body ensure the school uses labour market intelligence to inform decision making and promote progression?
- Do Governors attend careers events at the school?

# 7 | Key questions to ask of the school leaders

Governing bodies should be mindful of staff workload when requesting data and should not expect to receive data that is not already utilised by a member of staff with responsibility for delivering the careers programme.

Questions for secondary school Governing Bodies to ask when monitoring progress towards the benchmarks include:

- Is a robust school action plan in place to address any areas of weakness around the Gatsby Benchmarks? Does careers education and guidance feature in the School Development Plan?
- How do we know the careers support the school offers is effective? What evidence is there for this?
- How does the school collaborate with other schools and organisations in the provision of careers education and guidance? Is this effective? What evidence is there of this?
- Does the school have adequate safeguarding and health and safety arrangements in place if/when pupils take part in work experience, or other activities off the school site?
- Has the school a named Careers Leader who is appropriately trained? Do they have sufficient time and resources to undertake their role effectively?
- Does the Careers Leader have full backing of the headteacher/Governing Body and how is this demonstrated?
- What evidence is there that all pupils have the opportunity to engage with further and higher education, apprenticeships and other routes to employment?



# 8

## Prompt questions

Below are prompt questions for the Link Governor to consider when meeting with the Careers Leader. These are provided for each Gatsby Benchmark.

### Benchmark 1 – A stable careers programme

- Does the Careers Leader utilise the Compass self-evaluation tool?
- How often does the Careers Leader report to the headteacher and/or give a report in a full Governing Body meeting on progress made toward the broader strategic aims of the careers programme?
- Does the Governing Body have strategic oversight of careers? Is the Governing Body fully aware of the careers programme that is offered in the school, how it is delivered and evaluated? Is careers discussed at meetings and a written record kept of these discussions?
- Is feedback on the careers programme collected from pupils, parents and staff and does this evidence inform judgements about the effectiveness of the programme and shape future work?
- How has this feedback impacted on the plans for future events?

### Benchmark 2 – Learning from career and labour market information

- Is the Careers Leader aware of local, regional and national labour market information (LMI)? Is the school using labour market intelligence to inform decision making and promote progression?
- How is this LMI being communicated to pupils? What evidence is there that they are using this intelligence to inform their decision making?
- Does the Careers Leader make use of the [LEP website](#) for local LMI information.

### Benchmark 3 – Addressing the needs of each pupil

- How is individual and cohort progression tracked over time?
- Do students have access to the full range of objective information about all the careers options available to school leavers?
- Is the support offered to students at key points in their education meeting the need? E.g. Transition points, Options choices.
- How does the school track individual engagement with the careers programme?
- Is the Careers Leader aware of and using [Compass+](#), The Careers & Enterprise Company digital tool?
- Is there a plan in place to collect, analyse and improve destinations data (including sustained destinations)? How effectively is the data being used to adapt future provision?

### Benchmark 4 – Linking curriculum learning to careers

- Is clear strategy on careers provision communicated and embedded across the school?
- What evidence is there that careers is embedded in the curriculum?
- Is it part of the School Development Plan/ performance management/curriculum planning?
- Is the careers provision sequential, meeting the changing needs of the students as they progress through the school?
- What evidence is there that Heads of Department/ Subject Leads are engaged with the school's Careers Strategy?
- To what extent are teaching staff engaging with businesses? What evidence is there to demonstrate this involvement?
- How does the curriculum promote progression to further education, training, apprenticeship and employment? How is this evidenced?

### **Benchmark 5 – Encounters with employers and employees**

- What evidence is there, that every pupil has a meaningful encounter with an employer every year?
- How does the school know the encounter was meaningful?

Encourage the use of 'The Meaningful Encounter Checklist' published by The Careers & Enterprise Company.

- Are the encounters reflecting a range of industries? Does the school know the extent to which these reflect the interests of their pupils?

### **Benchmark 6 – Experiences of workplaces**

- Do all pupils visit a workplace before the age of 16 and then again before 18? This could be work experience or a work place tour – see work experience toolkit for further guidance.
- How well are these visits embedded in the curriculum/meeting the needs of the students?

### **Benchmark 7 – Encounters with further and higher education**

- If the school has a sixth form, how can impartiality be demonstrated for students making Post 16 choices?
- Do all students have an opportunity to visit Further and Higher Education institutions?

### **Benchmark 8 – Personal guidance**

- Is career guidance presented in an impartial manner, showing no bias or favouritism towards a particular institution, education or occupation?
- Does guidance include information on the range of education or training options, including

apprenticeships and technical education routes?

- Is the person providing individual career guidance sufficiently qualified? They should have a qualification at Level 6/7 in career guidance and development and ideally on the UK Register of Career Development Professionals, accessible through the CDI website.

Look at destinations data – What is the proportion of students applying for vocational courses at college, 6th form or apprenticeships places? After Year 13, what proportion are gaining places on degree programmes at university (including elite universities), higher or degree level apprenticeships or employment? How is the school using this data to tailor their careers provision?

- Does guidance advice promote the best interests of the pupils to whom it is given?

Explore the longer-term destinations data collected by the school. What is the dropout rate? How many have become NEET (not in education, employment or training)? Is this a reflection of the appropriateness of the advice given?

- How does the school know that our careers education and guidance has positive outcomes for pupils? What evidence is there of this?
- Who is responsible for managing careers guidance? How does the school monitor that he/she is performing this role effectively?
- Does the school make careers education and guidance accessible to all students? What evidence is there of this?

# 9 | Glossary

An important distinction needs to be made here between careers programme, strategic careers plan and any related calendar of events.

A careers programme identifies careers learning outcomes for each year group and for any defined cohorts of students. Interventions can be mapped and audited against these outcomes

A strategic careers plan ensures that the Careers Leader is able to implement the careers programme and track impact. A strategic careers plan can be devised by the Careers Leader and the Enterprise Adviser. A strategic careers plan may include the following areas as objectives: resource to support implementation of careers programme, employer engagement, structures to engage colleagues, priority benchmarks, vulnerable groups, connecting to key school priority areas (attendance, literacy, etc.), links to mental health & wellbeing.

A calendar of careers events may also be created to share with stakeholders to highlight interventions and events.

## **Our Network: Enterprise Adviser Network**

Our national network connects schools and colleges with employers and careers programme providers and supports them to work together to provide young people with effective and high-quality encounters with the world of work.

The network is made up of Enterprise Coordinators who we co-fund with Local Enterprise Partnerships and Combined Authorities. Enterprise Coordinators are trained professionals who work with clusters of 20 schools and colleges to build careers plans and make connections to local and national employers.

## **Enterprise Coordinator**

An Enterprise Coordinator sits at the heart of the Enterprise Adviser Network and connects schools and colleges with employers and careers programme providers. The Enterprise Coordinator acts as the central point of information for local and national solutions.

An Enterprise Coordinator's role is to:

- help schools and colleges build upon their careers and enterprise activities and engage with the world of work;
- make it easier for schools and colleges to engage with employers and careers programme providers;
- focus everyone's efforts on programmes and activities that are most effective in motivating young people, supporting independent choice and supporting positive outcomes for young people;
- helping schools and colleges to focus efforts on programmes and activities that are most effective in motivating young people, supporting independent choice, and supporting positive outcomes for young people.

## Enterprise Adviser

A senior business volunteer who spends around 8 hours a month working closely with the headteacher or Senior Leadership Team. An Enterprise Adviser uses their business experience and professional networks to help develop and implement an effective careers strategy that puts opportunities with local employers at the heart of a young person's education. An Enterprise Adviser adds value by:

- supporting the development of a whole school/ college plan for careers, enterprise and employer engagement;
- providing employer perspective and insight and access to their local business networks;
- helping schools and colleges to focus efforts on programmes and activities that are most effective in motivating young people, supporting independent choice, and supporting positive outcomes for young people.

## Careers Hub

A Careers Hub is a group of between 20 and 40 secondary schools and colleges located in the same geographic area, working together, and with partners in the business, public, education and voluntary sectors to deliver the Gatsby Benchmarks and ensuring that careers outcomes are improved for all young people.

Secondary schools and colleges within a Careers Hub should have a shared vision of how they will work together to improve outcomes for the young people in their area.

- help schools and colleges build upon their careers and enterprise activities and engage with the world of work
- make it easier for schools and colleges to engage with employers and careers programme providers
- focus everyone's efforts on programmes and activities that are most effective in motivating young people, supporting independent choice and supporting positive outcomes for young people.

THE CAREERS &  
ENTERPRISE  
COMPANY

**The Careers & Enterprise Company**  
2-7 Clerkenwell Green  
Clerkenwell  
London EC1R 0DE

[careersandenterprise.co.uk](https://careersandenterprise.co.uk)