



# Sheffield City Region



**INSPIRE; ASPIRE; ACHIEVE**

**A CAREERS EDUCATION, INFORMATION,  
ADVICE AND GUIDANCE STRATEGY FOR  
THE SHEFFIELD CITY REGION**



## 1. Introduction

Careers education, information, advice and guidance (CEIAG) has a clear line of sight to the economy and social mobility. It is a continuum of provision that enables individuals to learn about, navigate and ultimately be successful in the workplace they choose. Good CEIAG inspires individuals to develop the skills they need to manage their career path, navigate multiple challenges and changes; and to establish the flexible, enterprising behaviours that mark out a productive, motivated employee. The continuum is as relevant for young people preparing to enter the world of work at 16, 18 or post graduate as it is for adults choosing their next move, returning from a career break or managing redundancy.

Our strategy puts the economy central to its purpose. It is the culmination of extensive partnership working, establishing a framework for local action in the Sheffield City Region that can *inspire* individuals to take their next step into and within the workforce; help those taking action to *aspire* to fulfil their potential; and to deliver support that will help those individuals to *achieve*.

To do this, we have created a picture of what good looks like and how it can be achieved using three inter related system levers:

- setting out a challenge for greater **employer leadership** and ownership
- creating a stronger **infrastructure** to maximise existing provision
- defining a **core service offer** for young people and adults

## 2. The Case for Action

The OECD definition <sup>1</sup> of CEIAG applies to individual and group activities delivered online and face to face; direct experiential interactions with employers; and system development.

*Career guidance refers to services and activities intended to assist individuals, of any age and at any point throughout their lives, to make educational, training and occupational choices and to manage their careers. The activities may take place on an individual or group basis, and may be face-to-face or at a distance (including help lines and web-based services).*

For this strategy, we have adopted this definition as it applies across a continuum of provision that embraces:

- interaction with employers to provide **inspiration for learning and achievement**
- the development of **employability and enterprise skills** through motivational, quality assured programmes in schools, colleges and vocational learning
- the ability to navigate career choices throughout life with access to robust and **straightforward careers information and up to date LMI**
- the opportunity to secure **personalised planning support** in the form of independent, professional advice and guidance, delivered 1-1 for those who need it

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<sup>1</sup> OECD. (2004). *Career Guidance and Public Policy: Bridging the Gap*. Paris: OECD.

Nationally there already exists a compelling social and economic narrative about the importance of CEIAG, articulated by the national Industrial Strategy. The evidence base is unequivocal:

- Good CEIAG develops the knowledge, skills and attributes that enhances human capital including education attainment, the acquisition of career management skills and a willingness to participate in education and training throughout life
- Short term benefits for young people in education show that they are better motivated at school if they have clear goals for the future, leading to higher self-esteem, higher levels of achievement and reduced dropout rates
- Schools that hold a recognised quality mark for the careers programmes can point to better results at GCSE and A Level when measured against schools that do not
- Young people who have at least four quality interactions with employers are less likely to become Not in Education, Employment or Training (NEET) and more likely to have higher earning in later life
- Employees who feel supported in the workplace are more likely to be productive and remain in the workplace longer

Through the consultation on the SCR Skills, Employment and Education Strategy, employers have identified effective CEIAG as a key concern. The desire to be able to recruit well informed candidates, equipped with the essential skills that improve productivity (initiative, team working, communication, creativity, versatility) is well documented nationally, including by the CBI and Chambers of Commerce, and prioritised locally.

Yet the UK Commission for Employment and Skills research shows that less than a third (31%) of employers in SCR offer work experience, and just 18% offer any “work inspiration” activities such as mock interviews, school based talks or attendance at Careers Fairs. As one of the fundamental building blocks of making effective career decisions, engaging with the workplace can create a platform for success both for employers and for the individual. Even though the UK’s jobless rate is at an 11 year low of 48%<sup>2</sup>, with a record number of people in employment, the continuing need for resilient workers of all ages offering portable skills is further highlighted by the TUC who report a 27% leap in five years of people in “insecure work” and 1 in 10 workers in the UK is now in a role without guaranteed hours to secure basic employment rights.

Since the responsibility for delivering careers guidance transferred to schools in 2012 and the national cessation of funding for work related learning in 2010, the infrastructure for delivering CEIAG to young people has materially diminished. In SCR there are pockets of good practice yet the range of CEIAG providers and the number of funders for both adults and young people is at best fragmented and at worst bewildering. Our local mapping identified at least 11 providers of career development support for young people alone<sup>3</sup>; quality benchmarking is confused by disparate; though improving national guidance on professional Careers Guidance; and multiple funding streams, ranging from local purchasing from schools, service commissioning at Local Authority level, and national funding competitions add to a challenging picture of provision.

The opportunity to shape unified national programmes delivered locally, such as the Enterprise Adviser Network (CEC funded); Job Centre Plus, the National Careers Service is hindered by a fragmented strategic infrastructure for young people; similarly, decisions made at regional level, especially those aimed at employers (e.g. Skills Bank; the Growth hub) or individuals (e.g. “Open Door” and the Work and Health trial), present considerable opportunities to align focused provision to secure access to adult workers.

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<sup>2</sup> As at May 2017

<sup>3</sup> Mapping undertaken in 2016

### 3. Aim of the Strategy

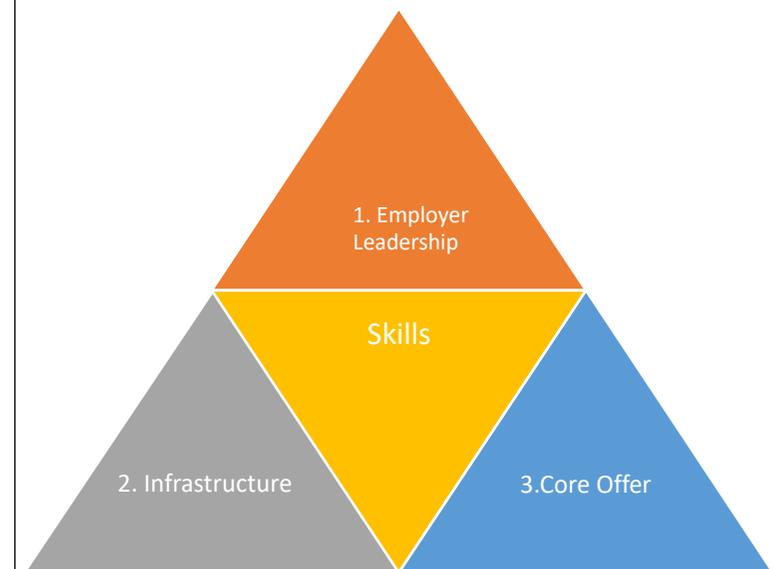
The aim of the strategy is to create the conditions that will build an effective, robust career development community of individuals, employers and providers who share the responsibilities and benefits of a resilient and productive work force. It is driven by the desire to inform, motivate and inspire young people from secondary school into adulthood to make choices, manage change and build a skilled economy in the Sheffield City Region.

Our strategy seeks to bring coherence to a diverse landscape; amplifying good practice and encouraging meaningful partnerships between organisations, strategic bodies, individuals and programmes of work. We will do this by setting out the service offer we believe should be available for young people and adults to help them to be inspired to learn and develop, to aspire to develop skills that meet the needs of the SCR economy and to achieve their full potential in the workplace.

We recognise that this service offer can only be delivered effectively if two essential pre-conditions are met:

- Employers embrace their pivotal role in developing career management skills and share responsibility for inspiring individuals to develop enterprising behaviours through joint leadership and partnership delivery
- A long-term impact is achieved by bringing coherence to a highly-fragmented market place, having commonly understood standards of delivery driven by a commitment to joint planning, co-commissioning and co-investment at national, regional and local levels, maximising impact and reducing duplication.

Fig 1. The three priority headings for the strategy



## 4. What Good Looks Like

4.1 Priority One - Ensuring effective **employer leadership** in the development of the current and future workforce.

As the skills system becomes increasingly market led, we will spearhead a campaign to challenge employers to effective collaboration within their local communities, focusing mainly (though not exclusively) on the SCR priority sectors. The campaign will show case those employers that already model a less transactional, more leadership focused engagement strategy with their local schools and colleges to build effective and lasting relationships, building on the existing and long-term Careers and Enterprise Company investment in the Enterprise Adviser Network.

Employers and their representative bodies, will be encouraged to take joint responsibility for the preparation, retention and progression of the workforce, working as part of a network in partnership with schools and colleges to deliver inspirational, hand on opportunities to offer meaningful career insights. Our strategy sets out the development of strategic, decision making and tactical, delivery roles recognising the need to differentiate between the roles that small and micro business can play compared to medium and large companies

Working through the LEP, we will ensure national funding is the servant of our local priorities to build an effective skills pipeline, including in work progression to higher level skills, achievement of English and Maths Level 2 qualifications and building appropriate apprenticeship pathways to support individuals aspire and achieve their full potential.

Fig 2.

What Good Looks Like	Enablers
<ul style="list-style-type: none"> <li>• A recognised co-ordinating body established to drive a coherent set of CEIAG related priorities and associated commissioning/investment, driven by employers in partnership with stakeholders and aligned to The Skills, Employment and Education Strategy priorities</li> <li>• An increased individual demand for jobs in the priority sector areas in SCR informed by an effective understanding and knowledge of the local labour market</li> <li>• Raised aspirations and motivation of individuals by publishing clear progression routes and career pathways from first entry to in work progression</li> </ul>	<ul style="list-style-type: none"> <li>• Employers commit to delivering at least four hands on inspiring interactions, delivered as part of a quality assured Careers Education programme in Schools and Colleges</li> <li>• Investment and engagement in a high-profile annual “Skills Show” style regional Careers Fair, supported where appropriate by existing events, with genuinely experiential opportunities to engage with employers, training providers, colleges and HE, open to individuals of all ages and including parents/carers</li> <li>• Employers commit to contributing to the Enterprise Adviser networks, ensuring a coherent, integrated approach with CEC and any other funded activity e.g. National Careers Service Inspiration Co-ordinators</li> <li>• Sector based LMI is leading the agenda on raising the profile of jobs and skills in the SCR priority sectors, creating visibility for the breadth of roles available for first entry and progression in the SCR workforce</li> <li>• Ensure effective support is in place for employers working with individuals that might need additional help to remain or access the workplace because of inequalities related to gender, social class, disability or race</li> <li>• Develop systematic approaches to career progressions as an integral part of Growth Hub and Skills Bank employer support</li> <li>• A public awareness campaign among SCR residents of the current and future jobs and careers available in the local economy and the education and skills they require.</li> </ul>

4.2 Priority Two - Developing and rebuilding a robust **infrastructure** to maximise existing and future investment.

To achieve genuine coherence, this priority calls for an alignment of procurement standards and an agreement to shared decision making over the deployment of resources, working with the employer led partnership board overseeing the strategy and commissioning approaches.

Firstly, this means agreeing and promoting appropriate quality standards for local provision, ensuring a minimum and consistent standard of delivery for the range of services. National standards are readily available and encapsulated in the Gatsby Benchmarks of good practice; their region wide adoption will help to shape the experience that young people receive in schools and colleges and provide a framework to help purchasers of services navigate the market place. For services to adults, the Matrix Standard and professional standards advocated by the professional body, the Career Development Institute, can be used as minimum delivery or contracting standards for CEIAG delivery.

Secondly, partners will demonstrate political bravery in the design and delivery of a co-investment strategy and its associated delivery. The strategy, overseen by an employer led board, will engage with the key funders of services at a local, regional and national level to create an effective alignment of resource, reducing fragmentation of provision, duplication and ensuring cost effective delivery through a co-commissioning methodology. This will ensure better value for money and, through economies of scale, improve impact and longevity of provision and will be especially relevant for those areas that are in receipt of multiple funding due to levels of deprivation, from targeted wards to whole local authority areas.

For adults, the development of a localised “Advancement Service”, which will pilot a streamlined approach to individuals in low paid, low skilled sectors, or in receipt of in-work benefits, will bring together resources from the National Careers Service, Job Centre and other relevant ESF providers of CEIAG provision, improving motivation and productivity in the existing workforce.

Fig 3.

What Good Looks Like	Enablers
<ul style="list-style-type: none"> <li>• Recognised quality standards are systematically promoted, recognised and applied across all CEIAG services delivered and procured in the region.</li> <li>• A co-investment strategy is in place that engages with key funders of services at a local, regional and national level, aligned with the priorities of employers and the labour market.</li> <li>• A local “Advancement Service” is piloted in a targeted area to support in work progression for the existing workforce, utilising existing statutory, discretionary and voluntary services for adults.</li> </ul>	<ul style="list-style-type: none"> <li>• Create an improved alignment of local, regional and national provision, through the employer led co-ordinating board generating               <ul style="list-style-type: none"> <li>○ a Co-Investment Strategy for young people more effectively targeting the local needs and utilising local structures and reflecting the statutory responsibilities of schools, colleges and Local Authorities whilst drawing on CEC, JC+, HEPP and employer investment</li> <li>○ a co-commissioning agreement and implementation for services for young people and adults</li> </ul> </li> <li>• An Advancement Service pilot for adults (a single point of contact for low skilled, low paid adults in the workplace, drawing together services under DWP, MoJ, ESIF and National Careers Service, as part of a planned programme being developed within the SCR to improve employee “stickability”</li> <li>• A targeted campaign will be undertaken to promote the educational benefits of CEIAG, focusing on improvement in attainment and the contribution to the Ofsted Framework as well as destinations data, targeting school and college teaching and leadership staff and governing bodies</li> <li>• Education provision will be supported to meet the Gatsby Benchmarks including, for Schools and colleges, a Quality in Careers Standard award for the quality of their careers provision, and an identified Careers Leader</li> <li>• All providers of CEIAG have achieved the Matrix standard and have an appropriately qualified workforce (as described by The Career Development Institute), and, where appropriate, meet the Fair Train Quality Mark for Work Related Learning</li> <li>• Utilise and maximise existing structures to facilitate employer engagement in a well-designed CEIAG curriculum, focusing on the Enterprise Adviser Network and the National Careers Service Inspiration Co-ordinator</li> <li>• Provision meeting clear quality standards will be effectively catalogued and communicated to schools and colleges to help navigate the marketplace, learning from the CEC “Rate Card” approach being piloted in Opportunity Areas and utilising appropriate ESIF opportunities.</li> </ul>

#### 4.3 Priority Three - Creating a **core offer** of effective career development support for young people and adults in SCR

The third strand for the SCR Charter sets out a minimum CEIAG offer that residents in SCR should expect to be able to access if they need to. This strand builds on the existing practice in the SCR area, recognising that there are many strengths in existing provision, whilst seeking to develop greater coherence in a crowded market place. Developing such an offer relies significantly on a robust infrastructure and effective employer leadership, an understanding of the quality standards for delivery that the market place should demand, and a compliance to those standards from deliverers.

Our approach to “managing the market” will facilitate individuals and employers to receive the support they need to respond to their specific priorities, rather than opting for a programme led approach. The introduction of a “catalogue” of provision, as described within our priorities to develop a robust infrastructure, helps ensure that the choice of programme delivery is retained by the school, college, training provider or employer. This will maintain both quality and consistency in delivering what good looks like.

The delivery of the core offer is to ensure that there are effective and impactful services available to those who wish to make an effective transition – whether for the first or last time; in and through the workforce. It is designed to maximise the ability for SCR residents to make the choices that are right for them and for the economy, emphasising parity of pathways into and through the job market.

Fig 4.

What Good Looks Like	Enablers
<ul style="list-style-type: none"> <li>• Young people know the full range of opportunities available to them and have the motivation and skills to navigate the career pathways that are open to them.</li> <li>• Adults can reflect on their skills and their contribution to the regions workforce and enact changes in job or career effectively, including progression or re-entry into the workforce.</li> <li>• Local Labour market information is readily and easily accessible in multiple formats.</li> </ul>	<ul style="list-style-type: none"> <li>• For young people, at least four meaningful interactions with employers, and encounters with providers of apprenticeships, FE and HE to inspire and inform choices</li> <li>• Opportunities are created for parents and carers to be fully engaged in understanding the fast-changing labour market, through involvement in school programmes and places to interact with employers and providers of training and work</li> <li>• A stable careers programme is available in every SCR school or college, developing enterprising behaviours and career planning skills, built on the range of quality assured providers of employability support</li> <li>• Access to independent, impartial careers guidance for all those who need it, delivered by a careers practitioner qualified to Level 6 in careers guidance and registered with the sector’s professional body, the Career Development Institute</li> <li>• Greater understanding and improved accessibility to community based provision that is immersed in local communities, including Union Learn and third sector offers</li> <li>• Increased strategic alignment between provision for economically inactive adults including the National Careers Service, Job Centre Plus and the SCR Work and Health Trial</li> <li>• Access to existing recognised sources of Labour market information (e.g. LMI for All) for teachers, individuals, careers advisors and parents</li> <li>• An Advancement Service is piloted to test the delivery of a seamless offer for adults aligning of existing support, including the National Careers Service, JC+, Skills Bank; the “Open Doors” programme for those at risk of becoming redundant (16+), and adult basic skills provision</li> </ul>

## 5. The Challenge for Our Partners

The over-arching challenge for our partnership is to work together effectively to achieve our three priorities. There are specific actions that each part of the career community needs to take.

### For Employers

- To develop long term relationships with local schools and colleges as part of a planned programme of development
- To offer at least four inspirational activities with young people to build aspiration
- To develop effective talent management programmes that motivate and retain a productive workforce

### For Schools and Colleges

- To commit to the Gatsby Benchmarks as a framework for good practice
- To utilise existing Careers and Enterprise Company funded Enterprise Advisers as part of a planned programme of activity
- To identify and support a “careers leader” in every school or college to build coherence of provision and provide a single point of contact

### For Funders and Commissioners

- To agree a region wide co-investment and co-commissioning approach to CEIAG delivery for young people and adults, recognising the statutory responsibilities that may already exist (for example, relating to Local Authorities and NEET young people)
- To align resources for investment against SCR strategic workforce priorities
- To commit to the development of an Advancement Service pilot, targeting those in low skilled jobs and/or those receiving in work benefits

### For Providers of CEIAG Services

- To deliver cost effective services that meet the requirements of the Matrix Standard
- To ensure that IAG provision is delivered by professionals qualified to standards recommended by the Career Development Institute
- To secure appropriate quality standards for the delivery of work related learning programmes