Cabinet

12 September 2019

Warwickshire Careers Strategy: Consultation Findings and Proposed Final Strategy

Recommendations

That Cabinet notes the outcomes of the consultation process and

1) approves the final strategy (**Appendix A**);

2) agrees that progress on the implementation of the Careers Strategy be incorporated into the Annual Review of the wider Warwickshire Education Strategy.

1.0 Background and Key Issues

1.1 The Government published a new National Careers Strategy in December 2017, setting out their plans to improve social mobility through more effective careers support. The strategy recognises that current provision of careers support in schools and colleges is highly variable and that the evidence demonstrates the clear benefits to young people of timely careers and employability support in terms of positive destinations, sustainable employment and higher lifetime earnings.

1.2 In May 2018, a report was taken to Corporate Board highlighting this new national strategy, also making the links with both the WCC investment in employability and skills and the new Warwickshire Education Strategy. The Corporate Board paper recommended the development of a specific Warwickshire Careers Strategy and the establishment of a new Employability & Skills Board to co-ordinate and drive this work forward.

1.3 Corporate Board approved this recommendation, and the work was undertaken to both establish the new Board and develop the strategy. The Employability & Skills Board met for the first time in November 2018, where a first draft of the strategy was discussed, and again in February 2019 to consider an initial Implementation Plan.

1.4 The Careers Strategy sets out the following vision and key priorities for Careers Activity within Warwickshire:

Our vision for this strategy is:

"We want to ensure that all residents of Warwickshire are able to access the education and skills they need to enable them to secure fulfilling, appropriate,

sustainable and well-paid employment throughout their lives, which supports the growth and prosperity of Warwickshire's economy."

We aim to achieve this by focussing on the following priorities:

> *Priority 1: Raising the awareness of the range of career and employment opportunities locally, inspiring residents of all ages to develop their education and skills as far as possible*

> *Priority 2: Building the capacity of our education providers to deliver effective and sustainable Careers support and advice*

> *Priority 3: Providing targeted support and help to our most vulnerable learners*

> *Priority 4: Improving alignment of demand and supply of skills, now and in the future*

> *Priority 5: Encouraging and enabling businesses to recruit from a richer and wider talent pool*

1.5   The strategy sets the rationale and focus for each of these five priorities, while the more detailed Implementation Plan provides details of shorter-term actions that will be undertaken to enable the delivery of our ambitions.

1.6   Measuring the impact of effective careers information and advice is difficult, as many academic studies have concluded. This is because it is a challenge to clearly associate cause and effect over a sustained period of time, when many other factors and influences are involved. It is also difficult to clearly articulate what a success might look like at the strategic level, given that these are often personal to the individual and hard to aggregate. Finally, it is difficult to identify a suitable "counter-factual" or control group with which compare outcomes against. As a result, the strategy adopts a Logic Chain approach.

1.7   We propose to use a mixture of output data that is related to undertaking particular activities (i.e. number of students having an employer engagement experience, number of people accessing careers support, etc.), and a number of high-level impact indicators e.g. reduction in young people who are NEET, the proportion of businesses reporting skills shortages. If we undertake the activities proposed both in this strategy and the accompanying Implementation Plan then, all other things being equal, we are likely to see an improvement in the strategic impact indicators

2.0   Public consultation

2.1   A formal consultation on the strategy was undertaken from 24th June-26th July 2019. The aim of the consultation was to engage with and obtain feedback from a range of residents and stakeholders, with a particular focus on those

most likely to benefit from the strategy such as young people, adult learners both in work and seeking work, and vulnerable learners.

2.2 A key activity within the consultation period was a number of workshops and discussions with a range of different stakeholders, partners, residents and businesses. In all, discussions were held with more than 100 participants at meetings with these groups:

- Adult & Community Learning (WCC) customers at Leamington Spa (Information Technology) and Nuneaton (English for Speakers of Other Languages)
- Care Leavers' Forum (WCC)
- Careers Leaders from secondary schools/FE colleges
- Coventry & Warwickshire Chamber of Commerce (South Warwickshire branch)
- Northern Area Secondary Head Teachers and College Leaders
- Southam College pupils from years 9-12
- Youth Parliament (WCC)

2.3 With the support of the Council's Communications team, the consultation was promoted to residents via various media and methods including a press release, high profile story in *Warwickshire Means Business*, the Council's *Heads Up* publication for Head Teachers, social media, posters in public libraries, and the communication channels of partners such as the Coventry & Warwickshire Chamber of Commerce. The full Communications plan is attached (**Appendix C**). The promotion encouraged residents to engage in the consultation and respond through an on-line survey through the "Ask Warwickshire" platform. Residents were able to call or e-mail to a request printed version of the consultation document which they could return by pre-paid post or dropping off at a library. A Gov.Delivery alert was also sent to 679 subscribers to Warwickshire County Council consultation alerts.

2.4 There were a total of 83 visitors to the on-line consultation. However, response was low (19) and spread across these types of residents: Business; Secondary School staff; FE College staff; General Public; Parent/Guardian/Carer; Special School staff.

2.5 Based on the group discussions, we believe the low response level to the on-line survey was because the strategy was not seen as contentious and therefore did not require comment. This is borne out by the low conversion rate from views of the on-line consultation to completed responses. The proposals focused on improved, free support for all residents and a particular focus on the most vulnerable, and there does not appear to have been any significant impacts or issues driving greater numbers of people to respond on-line.

2.6 In addition, Education stakeholders are already supported by the national Careers strategy and Warwickshire Education Strategy. It is also important to note development of the proposed Careers strategy has been overseen by

the Council's Employability & Skills Board, comprising Council and external stakeholders representing all of the key types of resident the strategy is designed to support, who have therefore already shaped and informed its content.

2.8   A separate written response (outside of the on-line platform) was received from the Federation of Small Businesses, which represents the interests and views of small businesses in the county and provided a good business perspective to the strategy.

3.0   Consultation findings

3.1   The report on the consultation (**Appendix D**) summarises all responses to the consultation and includes annexes detailing individual comments received.

3.2   *Agreement with the vision*

There was full support for the vision and ambition of the Warwickshire Careers Strategy from the stakeholder discussions. With respect to the online survey, respondents were asked to rate how strongly they agreed or disagreed with the vision set out for the strategy. 63% (12 respondents) strongly agreed or agreed, and 31.5% (6 respondents) strongly disagreed or disagreed.

Only two of the five who strongly disagreed provided comments. One said the strategy should focus only on young people. The second said the strategy should commit to ensuring the quality of Careers support at Special schools is consistent across the county.

3.3   *Feedback on the vision and 5 priorities*

Feedback obtained at discussion groups and from responses to open questions in the on-line survey have been analysed to identify key and common themes which are summarised in the table below. (**Appendix D** to this report provides full detail of the qualitative feedback.)

a)   While there is a national Careers strategy, young people cannot rely solely on information provided by secondary schools/colleges as the quality is varied and the level of support is inconsistent and may not be impartial

b)   While the number of young people who are not in education, employment or training (NEET) has reduced significantly in the past 2 years, additional support is still required to prevent young people becoming NEET and to re-engage those who may be in education, employment or training at age 16/17 but who drop out thereafter

c)   There is a vast amount of on-line information and support for young people but it can be very confusing so young people would like it simplified e.g. Can WCC create an 'Indeed Jobs style" portal showing all

local jobs and apprenticeship opportunities (i.e. a simple on line platform, with a simple process for applying for roles)

d) Young people in some Special schools are receiving a high level of Careers support but those in some other Special schools are not

e) Residents with mental health issues require special consideration

f) Residents aged over 50 would benefit from specific advice and support e.g. face-to-face advice in local libraries

g) Adults need access to additional learning and development opportunities either by extending current Adult & Community Learning provision or through on-line courses

h) Businesses and Education providers need practical support to engage with one another in order to understand the mutual benefits of collaboration

i) There is a particular need to increase the number of businesses offering workplace encounters to enable education providers and young people to engage. There is strong support for WCC to take a lead role in enabling this.

j) Regular, high quality information on the economy and employment opportunities and job trends are needed by business, education providers and residents in order to help them plan for the future

k) Business needs more information and effective briefings on key education and skills matters e.g. 'T' levels

l) Small businesses would benefit from access to a Leadership and Management programme which would enable their owners/leaders to see the value of investing in people

m) There are many opportunities to promote and communicate existing and new support more widely and effectively through additional channels and especially in local communities e.g. doctors' surgeries, post offices, parish magazines, village notice boards

3.4   *Agreement with the priorities*

In discussions with stakeholders, there was support and agreement with the five key priorities. In particular, there was strong agreement with the need to raise awareness (and aspiration) across all residents on the range and type of careers available; for specific, focussed and additional support for our most vulnerable learners; and the need to be pro-actively looking ahead and investing in the skills of the future (particularly with respect to digital technology). Understandably, there was also strong support for Priority 2 (building the capacity of education providers) from the education sector.

With respect to the online survey, respondents were asked to rate how strongly they agreed or disagreed with the 5 priorities proposed in the strategy. The

ratings are below with the actual number of respondents shown in brackets after the percentage.

Priority 1 – Raising awareness of opportunities/inspiring residents to develop education and skills

Strongly agree or agree	63% (12)
Strongly disagree or disagree	21% (4)

Priority 2 – Building Capacity of education providers

Strongly agree or agree	68.5% (13)
Strongly disagree or disagree	26.3% (5)

Priority 3 – Targeted support and help to most vulnerable learners

Strongly agree or agree	73.3% (14)
Strongly disagree or disagree	21% (4)

Priority 4 – Improving alignment of skills demand and supply

Strongly agree or agree	68.5% (13)
Strongly disagree or disagree	21% (4)

Priority 5 – Encouraging/enabling businesses to recruit from a wider talent pool

Strongly agree or agree	58% (11)
Strongly disagree or disagree	31.6% (6)

3.5 *Feedback from the Federation of Small Businesses (FSB)*

The FSB represents the interests and views of nearly 27,000 small businesses in the county. These quotes from the written response it provided show strong support for the strategy:

"*The FSB can agree with the summary of priorities, drivers and issues outlined in the consultation document*" and "*at a local level FSB is willing to be involved and help Warwickshire County Council deliver activities against these five priorities.*"

The FSB's full feedback can be found in **Appendix D**.

3.6 *Are these the right actions to focus on for 2019/20?*

There were good levels of support for the proposed actions suggested, and suggestions for additional or amended ones provided. These have been reviewed and have informed the changes to the Implementation Plan, which is summarised in Section 4 below. In terms of quantitative results from the on-line, 14 respondents (74%) agreed that these were the right set of actions to focus on, while the remainder said "to some extent".

3.7   *Measurement and Monitoring of the strategy*

On-line survey respondents were asked "How strongly do you agree or disagree that this is the right way to measure and monitor the impact of the work directed by this strategy?" 10 respondents (52.5%) strongly agreed or agreed, while just 1 strong disagreed or disagreed. The remainder neither agreed nor disagreed. The one respondent who strongly disagreed commented that the proposed approach was out-of-date with its focus on quantity rather than quality and said changing attitudes is the most important outcome.

While the Federation of Small Businesses agreed with the proposals, it called for timelines and targets to be applied if possible to make it easier to evaluate progress and specify what success looks like.

4.0   Changes to the strategy in response to feedback

4.1   Following analysis of all feedback received, the draft Careers Strategy has been reviewed. It was felt that none of the feedback required any amendments needed to be made to the Vision, Priorities or main areas of activity proposed in the strategy. However, a number of changes have been made to strengthen the focus or emphasis on specific areas of the strategy or activity in the implementation plan. The changes may be summarised as:

4.2   *Information and Advice*

- Expand the Communications plan to include significant promotion in local communities e.g. posters/leaflets in popular public places referred to in point 13 in the table above
- Explore ways in which the current advice and learning support provided by libraries can be promoted more widely. In particular, ensure residents are aware of the opportunities to undertake on-line learning in libraries or at home via the internet
- Explore ways in which the Council's Adult & Community Learning offer can be promoted more widely
- Ensure the new web area provides comprehensive information for young people (as well as other residents). In particular, explore the feasibility of the Council providing a user-friendly portal that enables young people to search for local job and apprenticeship opportunities

4.3   *Business/Education collaboration*

- Continue to enable collaboration by support from the *Skills for Employment* programme. In particular, explore the feasibility of the Council providing a web-based brokerage system listing employers seeking to work with education
- Work with the Federation of Small Businesses and Chamber of Commerce to develop and implement a programme of briefings on key policy matters e.g. T levels. Also, work with them to explore ways in which more small businesses could recruit residents with special educational needs or disabilities

4.4   *Support for the most vulnerable*

- Provide another opportunity for Special Schools to apply for *the Skills for Employment* £3,000 grant for 2019/20 (less than half applied by the June 28th deadline)
- Encourage Special schools to apply for the free Careers consultancy support being introduced in September 2019 funded by *Skills for Employment* which will enable them to improve their planning and/or delivery
- Ensure specific support and opportunities for middle-aged Adults e.g. by ESF programmes and Job Centre Plus are clearly communicated by various means
- Pay particular attention to the needs of residents with mental health issues to ensure communication of information and support is appropriate to their needs

4.5   *Information on Skills supply and demand*

- Expand the information currently provided to cover more sectors and job types i.e. don't only focus on the high-profile areas. Provide this information more regularly

5.0   **Equality Impact Assessment**

5.1   Due to the low level of on-line responses it is not useful to analyse responses by specific characteristics of respondents i.e. age, disability, ethnicity, gender, location, religion, sexual orientation. This is not considered a significant issue as the strategy is for all residents and has a particular focus on the most vulnerable.

5.2   Accordingly, while the Equality Impact Assessment has been reviewed following the consultation, no changes have been made. This can be found in **Appendix E**.

6.0   Financial Implications

6.1   There are no direct financial implications with the development of this Careers Strategy. However, it should be noted that there are consequential indirect financial implications through this work, as the strategy will set out our ambitions, priorities and proposed activities for the medium-term. While an element of the strategy is to better align and co-ordinate existing activity, and to influence and shape future activities of partners and stakeholders, a significant part of the strategy/implementation plan focuses on things that Warwickshire County Council are doing/are looking to do.

6.2   For 2019/20, these can be incorporated into the existing work programme, and utilise identified budgets (Skills for Employment Programme) and so there are no additional financial requirements.

6.3   For 2020/21 onwards, there is a potential financial implication as budgets to continue this work would need to be identified. It should be noted that the current budget allocation for Skills for Employment ends in 2019/20. If Warwickshire County Council wish to continue to play an active role in shaping and directing careers related activity in the future, then continued investment in this area may be required. Any cost that may arise will need to be considered in the context of the council's Medium-Term Financial Strategy for 2020-2025 and will be subject to approval.

6.4   In addition, opportunities for external funding will continue to be explored, along with further potential to align and integrate activity with the Government funded Careers & Enterprise Company. If any additional funding were secured or alternative delivery arrangements identified, this would naturally reduce any budget pressure proposal accordingly.

7.0   Timescales associated with the decision and next steps

7.1   The consultation report and amended Implementation Plan will be discussed at the next Employability & Skills Board meeting on 27th September 2019. A detailed implementation plan, setting out lead organisations, timelines and milestones for delivery of the actions, will be agreed.

7.2   A public launch of the Careers Strategy will be undertaken in the Autumn, coinciding with launch of a new Careers area on the website, which will enable residents, partners and stakeholders to access careers and labour market information, and will effectively signpost them to the wider resources and support systems that are already in place.

7.3   Implementation of the strategy will be monitored by the Employability & Skills Board, and progress will be reported through the existing performance reporting of the wider Education Strategy, as this is a key component of the WE4 priority.

Background Papers

None

Appendices:

A. Warwickshire Careers Strategy
B. Warwickshire Careers Strategy Implementation Plan 2019/20
C. Consultation Communications plan
D. Report on consultation
E. Equality Impact Assessment

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This report was circulated to the following members prior to publication:

Councillors Morgan, Roodhouse, Chilvers, Chattaway, Dahmash, Seccombe, Hayfield, C.Davies, Williams

Warwickshire
Careers Strategy

2019/20 - 2024/25

If you have any queries about this strategy please email:
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Introduction

Welcome to the Warwickshire Careers Strategy which it is my pleasure, as portfolio holder for education and learning, to introduce.

In Warwickshire, we are fortunate to live in a county with a strong economy and high level of employment but that is not something that has happened by accident. Nor is it something that will be sustainable unless we put in the work and know what we are working towards.

At Warwickshire County Council, we recognise the importance of careers advice and employability skills. For a number of years we have invested in the Skills for Employment programme to support schools, colleges and employers to work more closely together to enable students to improve their employability skills and career prospects.

Following the publication of the National Careers Strategy in 2017, we identified the opportunity to develop a more localised and bespoke careers Strategy for Warwickshire, focusing on the key opportunities that exist specifically within the county and one which builds on the strong foundations that we have laid with our partners in the education, training and business fields over the past few years.

This is an all-age strategy adapted for all of Warwickshire's residents. Naturally, it will focus on supporting our young people as they prepare for the world of work. But it also recognises that we have an adult population who may want to re-enter the workplace, change careers or progress at work during their working life.

As you read this strategy, bear in mind that the world of work is changing incredibly rapidly as technology progresses at an exponential rate. It is estimated that 65% of children entering education now will enter into jobs that currently do not exist.

So given this, our careers strategy needs to be flexible, adaptable and forward-looking as it promotes the key transferable skills and competencies that are being increasingly recognised as the foundation for future employment.

It must also be inclusive and reflect the council's commitment to ensuring that all of our residents are supported in fulfilling their potential.

So, you will see, we place a particular focus on supporting our more vulnerable residents such as those with special educational needs and disabilities (SEND) to move into employment. And we also give special consideration to residents with mental health needs as we promote and introduce forms National Careers Strategy in 2017

Cllr Colin Hayfield
Portfolio Holder, Education and Learning

Background

Effective careers and employability advice and support are critical components of a successful local labour market. They can help to:

- enable the development of the skills within the local population demanded by local businesses;

- enable individuals to identify and pursue Careers that stimulate their interest and match their particular talents;

- facilitate social mobility by raising aspirations and showcasing career pathways; and

- support individuals who want (or need to) change occupations as the economy grows and changes.

Careers and employability advice and support also provide clear social and economic benefits. Numerous studies have shown that high quality careers support, along with effective interactions between young people and employers can: improve educational attainment; increase the likelihood of successful employment outcomes (and reduce negative destinations for people leaving education); and increase lifetime earnings. This is particularly important for our most vulnerable learners – such as those with special educational needs and disabilities, looked after children and those with wider social, emotional and mental health needs – where the evidence shows that employment rates within these groups after education is much lower than the average.

Furthermore, businesses routinely talk of skills shortages, the difficulties they face in finding and employing people with the right skills sets, and the negative impact that this has on the growth of their business. A recent business survey by the Council and the Coventry & Warwickshire Chamber of Commerce identified that nearly two-thirds of companies in the area were facing some form of skills shortage within their workforce. The Council is committed to ensuring Warwickshire communities and residents are supported to be safe, healthy and independent (particularly our most vulnerable residents). It is also committed to ensuring the Warwickshire economy is vibrant and supported by the right jobs, training, skills and infrastructure. This Warwickshire Careers Strategy therefore sets out our ambitions to work with our partners to develop and deliver a coherent, effective and locally relevant careers and employability advice and support.

The Current Position

a) The Warwickshire Economy:

Warwickshire has a strong and growing economy. Indeed, since the recession of 2008/9, the County has experienced some of the strongest economic growth (as measured by Gross Value Added) of all local authority areas in England, including the fastest growth in productivity of all areas.

This growth in the economy has led to a very strong labour market, with our employment rate (the proportion of working age residents in employment) rising strongly to the highest levels seen this century, and unemployment to its lowest levels – see Figure 1 below.

The number of vacancies posted online for employment opportunities within the county have also been growing, and the ratio of vacancies to working age population is significantly above - and almost double - the national and regional averages (Figure 2).

A tight labour market with limited excess capacity, coupled with strong demand for labour, inevitably leads to problems with recruitment and skills shortages. Recent surveys of local businesses have found that 70% of companies were facing recruitment difficulties due to not being able to find people with the right skills that they required, and that 62% of businesses believed that their firm was suffering from a skills shortage.

Table 1: **Employment & Unemployment Rates in Warwickshire (2004-2018)**
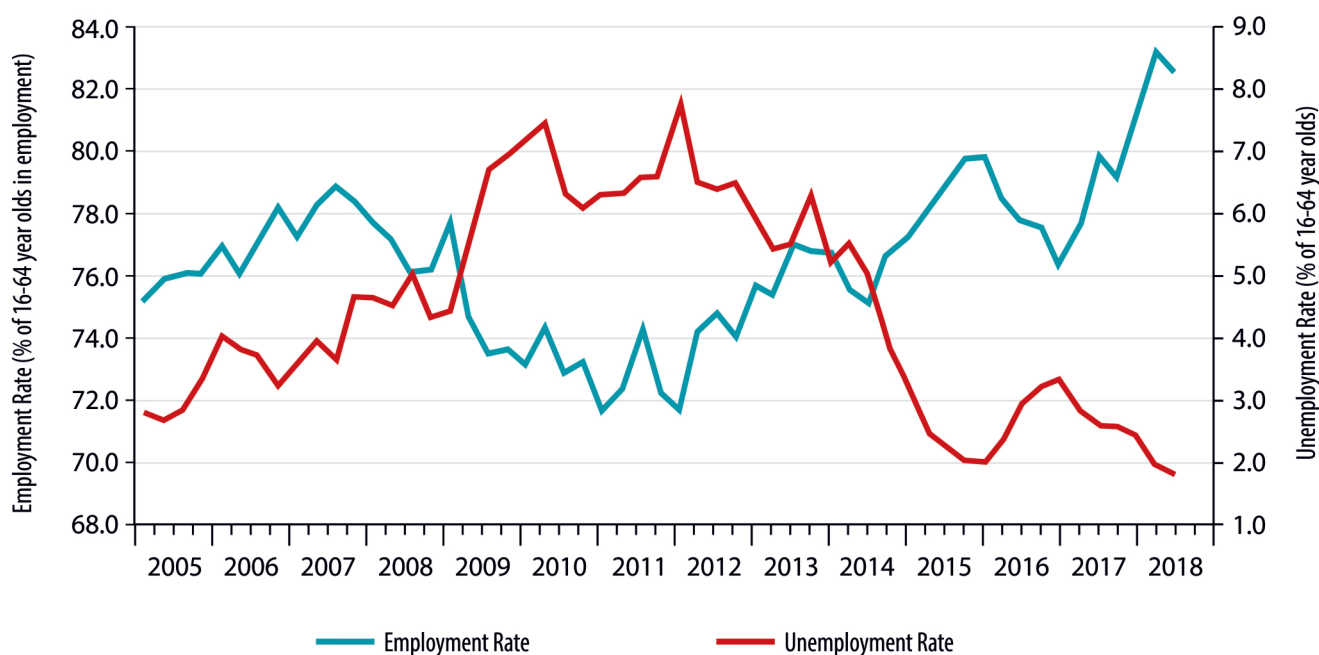
Source: Annual Population Survey

Table 2: **Job postings per 1,000 population**
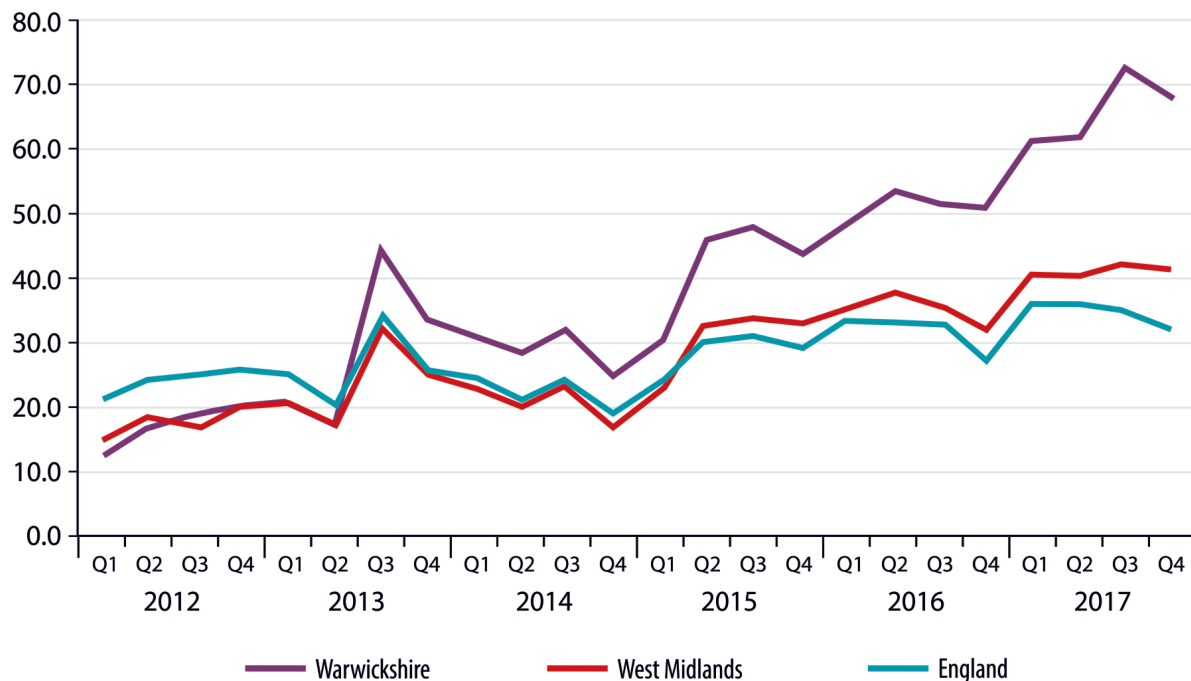
Source: Labour Insight & ONS

Improving the flow of new entrants into the labour market with the skills and behaviours being demanded by our local businesses is therefore critical to helping address these difficulties being faced in the local economy. We also need to encourage businesses to consider recruitment from a wider pool of labour, including those with health and learning disabilities. Finally, helping employees and adults to explore alternative careers and undertake training to take up employment opportunities in demand will also help address this imbalance between supply of labour and demand from businesses.

b) Technology & future economic growth

Local Industrial Strategies are being developed at both the regional/WMCA level, and also at the Coventry & Warwickshire Local Enterprise Partnership area. A key focus of these is around longer-term, future growth opportunities and the new technologies and industries of the future in which the UK could become a world leader. Coventry & Warwickshire are extremely well placed with respect to the development of low carbon vehicles; connected and autonomous vehicles and future transportation systems; digital technology (including gaming, augmented reality and virtual reality); and smart & connected factories/automation.

These are all industries that have huge economic opportunities, but which will also be highly disruptive, and have a significant impact on the future labour market. Moreover, the technologies are developing at an exponential rate, making it increasingly unclear what future occupations and careers might look like. Indeed, a study by the World Bank estimated that two-thirds of children entering primary education today will go into jobs that do not yet exist.

Automation of activities and occupations is also starting to take effect, with artificial intelligence and robotics able to effectively replicate many tasks that humans currently do. This technology is also developing rapidly, and a number of studies have been undertaken recently examining the type and scale of occupations that could potentially be automated. We have replicated these studies at the Warwickshire level, and estimate that around 40% of all our current occupations are at a high risk of being automated by 2030. This is greater than the national average, largely due to the sectoral composition of our economy which means we have higher than average employment in sectors at high risk – such as distribution, logistics, tourism, and skilled manual trades.

Automation presents both opportunities in terms of economic benefits from developing and exploiting the technologies (which Warwickshire is well placed to do and will feature in our Local Industrial Strategy), but also risks in terms of displacing a wide range of existing occupations – which are often those at the lower skilled level.   Retraining of existing employees in these occupations to be able to move into new careers will therefore be vital, along with helping to "future-proof" education and skills training now so that young people are more able to adapt to a rapidly changing labour market.

Research has identified four key skills sets that will be critical in terms of future employment. These skills sets focus on functions and activities that are difficult to automate, and also provide individuals with a flexible skill base that will enable them to effectively more through different careers. The skills sets identified are set out below.

Key Future Skills

COMMUNICATION:
Listen , respond and express ideas effectively in different contexts and influence others

STRATEGIC:
exercise judgement, leadership and creativity

ANALYTICAL:
acquire new knowledge, process information and draw accurate conclusions

INNOVATIVE:
generate and express new ideas, challenge and question exisitng thinking and solve problems

Underpinning these four core skills sets is the importance of digital skills, and a need to embed a digital culture within the workplace. According to Microsoft, in the next two decades, 90% of jobs will require some form of digital skills, and without further action to significantly increase understanding of programming (understanding the "how", rather simply the "what" through increased utilisation), the skills gap is likely to continue to increase significantly.

c) Careers and Education policy

The Government published a new National Careers Strategy in December 2017. This strategy sits alongside the new Industrial Strategy, and seeks to support the Government's ambition to improve social mobility by ensuring that everyone has access to effective careers support. Through this strategy, the Government aims for:

- all young people to understand the full range of opportunities available to them, to learn from employers about work and the skills that are valued in the workplace and to have first-hand experience of the workplace;

- all young people in secondary school and college to get an excellent programme of advice and guidance that is delivered by individuals with the right skills and experience;

- everyone to get support tailored to their circumstances. All adults should be able to access free face-to-face advice, with more bespoke support for those who most need it

- everyone to get the information they need to understand the job and career opportunities available, and how their knowledge and skills can help them in considering suitable Careers.

The Government are also progressing plans to introduce a new education route through the development of "T Levels". T Levels will follow GCSEs, will be equivalent to 3 A Levels, and will be 2-year courses focussing on technical education and training. The courses are being developed in collaboration with employers and businesses to that the content meets the needs of industry and prepares students for work. T Levels are expected to be introduced from 2020, although it will take a number of years until the full range of courses are available.

The development of this Warwickshire Careers Strategy will therefore help support the local implementation of the national strategy and enhance the delivery of Warwickshire relevant careers information and support to help young people navigate the increasing choices that they will be able to make as part of their journey through the education system. The Warwickshire Careers Strategy is also a fundamental component of the recently developed Warwickshire Education Strategy for 2018-2023, which includes a specific priority around employment outcomes (WE4: Our challenge is to champion employability by promoting the best opportunities for all learners).

In addition, the West Midlands Combined Authority is currently considering developing a new regional all-age Careers service, and a regional Careers Strategy. The development of a Warwickshire Careers Strategy will enable us to effectively influence, shape, inform and ultimately maximise the benefit from this regional approach.

Vision & Priorities:

Our vision for this strategy is that:

"We want to ensure that all residents of Warwickshire are able to access the education and skills they need to enable them to secure fulfilling, appropriate, sustainable and well-paid employment throughout their lives, which supports the growth and prosperity of Warwickshire's economy."

By following this vision, and successfully implementing this strategy for residents of all ages, we hope to achieve the following key success measures:

- All young people within our schools, colleges and universities have access to high quality, relevant, inspiring and locally focussed careers information, guidance and support and are able to make informed choices
- All our young people successfully transition from education and learning into sustainable employment
- Our most vulnerable learners are particularly supported with this transition, and achieve positive destinations appropriate to their needs
- Our businesses are able to access the skilled labour that they need to grow and compete
- Our residents are able to develop and acquire new skills throughout their lives to meet the rapidly changing labour market. This applies to those in work who wish to progress or switch roles, those seeking work and those who are or wish to be self-employed.

We aim to achieve this by focussing on the following five key priorities:

I. Raising the awareness of the range of career and employment opportunities locally, inspiring residents of all ages to develop their education and skills as far as possible

II. Building the capacity of our education providers to deliver effective and sustainable Careers support and advice

III. Providing targeted support and help to our most vulnerable learners

IV. Improving alignment of demand and supply of skills, now and in the future

V. Encouraging and enabling businesses to recruit from a richer and wider talent pool

The following provides an overview to each of these five key areas, and summarises our key ambitions for activity. A more detailed Implementation Plan will sit alongside this strategy, outlining the shorter-term activities to drive this strategy forward.

Raising the awareness of the range of career and employment opportunities locally, inspiring residents of all ages to develop their education and skills as far as possible

Current existing careers information is relatively poorly marketed and promoted so that there is limited awareness and understanding of what is available, it can seem somewhat remote and detached from the real world that people find themselves in, and is often fairly generic and does not highlight the particular local economic opportunities and circumstances of Warwickshire.

Warwickshire's economy is particularly dynamic and vibrant, with a huge range of activity in many areas of cutting edge technology, new business areas and disruptive industries. We want to excite our population – young and old, children and parents - about the range of opportunities and career pathways that exist in the county. We want to people to find the occupations that will engage and interest them, enabling more fulfilling and productive careers. Finally, we want to ensure that we capture and retain the local talent we have in the local area.

 key focus of this priority will,therefore, be around developing a new, localised careers information service which is effectively marketed and promoted. This will comprise a mix of web-based activity and promotion in public places such as doctors' surgeries.

It will be important that this new information support does not seek to duplicate or replace existing provision like that available from the National Careers Service.) and adds value by acting as local hub that helps guide and signpost individuals to the most appropriate support, aided and supplemented with local economic and labour market information.

We will explore ways of increasing the amount of work tasters/work experience available for young people and work with our business partners to ensure employers are aware of how they can provide more part-time jobs for young people still in education.

Our consultation on the draft strategy indicated there is considerable scope for us to promote existing forms of support more widely and effectively so residents become more aware. There are opportunities to utilise a wider range of the Council's communication channels and services in order to reach and support residents e.g.libraries and Adult & Community Learning.

Building the capacity of our education providers to deliver effective and sustainable Careers support and advice

The National Career Strategy has placed greater requirements on education providers to provide careers support and advice, and the quality of provision will become an increasingly important part of inspections by OFSTED on schools and colleges. However, we know that our education providers face significant financial challenges and competing pressures for time and resources. We therefore want to work with our providers to develop an effective

and appropriate support function that helps add value to their planned activity, and enables and facilitates the development of effective and sustainable careers support and advice. The County Council funded Skills for Employment programme will provide a strong focus for this activity, working in partnership with the Careers and Enterprise Company and other key stakeholders. Increasing opportunities for business/education collaboration will be a key area of activity in order to enable schools and colleges to provide the level of employer encounters required to meet requirements of the National Careers Strategy.

Providing targeted support and help to our most vulnerable learners

Our most vulnerable learners, on average, have poorer positive outcomes from education than their wider cohort. For example, the proportion of 16 & 17 year old Children Looked After who were Not in Education, Employment or Training (NEET) in 2017/18 was just under 20% in Warwickshire in 2017/18, compared to the average for all 16 & 17 years of just 3.8%. According to the British Association of Supported Employment, only 5.7% of people with Special Educational Needs and Disability (SEND) go into paid employment, despite 78% of people with SEND wanting to be in such employment. Given the average cost of putting a young person through a Special School education (upwards of £365,000), and the cost to society through lost income and increased social support, this is a significant loss of potential talent that could be utilised by businesses in an area that is facing a tight labour market and recruitment difficulties. In 2019 the Council established a new Supportive Employers' Forum to encourage and enable businesses to work with SEND learners. We aim to engage a larger number and wider range of businesses in this forum in order to provide more employment opportunities.

We will ensure all Special Schools are fully aware of the grants and support available from our Skills for Employment programme so they can benefit from this assistance.

The needs of residents with mental health issues will be given particular consideration when new forms of Careers support and promotion of support and resources are introduced.

The new, localised careers information service will highlight free and paid-for local and national support for older residents such as the over 50's. We will seek to access any new programmes funded by Euopean Social Funding (its successor or new initiatives) for this age-group.

There are huge opportunities to work pro-actively with our education providers, vulnerable learners and businesses to better identify and promote employment and career opportunities, and to put in place support packages that help all three parties to enable significant improvement in the proportion of vulnerable learners to enter into sustainable employment. This priority will focus on developing a co-ordinated approach to this ambition.

Improving alignment of demand and supply of skills, now and in the future

Ensuring that our local education and training providers effectively provide the skills being demanded by our business base is critical to continued growth of our economy, and the

employment prospects of our residents. However, within a dynamic labour market and with rapidly changing technologies, it can be hard for businesses to clearly articulate future skill requirements, and for education & training providers to adapt and change as demands change. Improving the connection between businesses and education - particularly in terms of communication flows and translating between the two very different cultures and language of education/training and business.

There is also a need to take a future-scanning role, looking at forecast and anticipated change in the economy and the different occupations and skill requirements that may be required. We also need to consider how changing technology, and the increase of automation, artificial intelligence and machine learning could transform occupations and require different skills sets, or even entirely new jobs that currently do not exist.

This priority will therefore focus on improving both the conversations and connectivity between education and business, and also look to future changes in the labour market and how we can seek to adapt and change our education and training provision in line with this in a strategic, considered and evidence based manner. Forexample, we will increase opportunities for education providers and young people to access high quality Digital skills provision like the Digital Skills House programme the Council has funded for 3 years.

We will also provide more regular information on the local economy and employment market covering a comprehensive range of sectors and occupations to help businesses plan recruitment and to enable Careers staff, young people and parents to see where future jobs will be.

Encouraging and enabling businesses to recruit from a richer and wider talent pool, and to undertake training and development of their employees

With so many businesses in the local area regularly reporting skills shortages and recruitment difficulties, we need to work with employers to consider how they can widen their search pool of potential candidates.

Within Coventry & Warwickshire, there are over 130,000 people of working age but who are economically inactive for a variety of reasons (health conditions, disabilities, students, lifestyle choice, etc.). Some 25,000 of these have actively stated that would like to work, and it is likely that many others would be interested in employment if suitable arrangements and flexibilities could be put in place to meet their particular needs.

Many businesses have already benefitted from employing from this wider workforce and we need to better promote the opportunities that are available, and the help and support that can be secured to enable any required adjustments needed to job roles and the physical workplace.

This priority will therefore focus on raising awareness of the opportunities for business, and helping create new and enhanced careers and employment options for a wider range of Warwickshire residents.

Monitoring Impact And Success

Measuring the impact of effective careers information and advice is difficult, as many academic studies have concluded. This is because it is often hard to clearly associate cause and effect over a sustained period of time, when many other factors and influences could be involved. It is also difficult to clearly articulate what a success might look like at the strategic level, given that these are often personal to the individual and hard to aggregate. Finally, there is difficult to identify a suitable "counter-factual" or control group with which compare outcomes against. Not only would we seek to ensure as many people as possible accessed effective careers and employment support and advice (and therefore consciously seeking to minimise a control group), it is very difficult and resource intensive to track people over the period of time that would be needed to really monitor and review impacts.

Based on these difficulties, we therefore propose to use a mixture of output data that is related to undertaking particular activities (i.e. number of students having an employer engagement experience, number of people accessing careers support, etc.), and a number of high level impact indicators (such as reduction in young people who are NEET, or the proportion of businesses reporting skills shortages). The link between these is explained through the logic chain, shown in Figure 2 below. Given the difficulties identified above, we are not stating that the outputs and the impacts are conclusively linked (even accounting for the time lag that would clearly exist between the two). Instead, we are suggesting that if we undertake the activities proposed both in this strategy and the accompanying Implementation Plan then, all other things being equal, we should see an improvement in the strategic impact indicators detailed in Figure 2.

Figure 2: **Logic Chain Diagram**

ACTION	OUTCOME	IMPACT
Through the implementation of our strategy, we will see…	…which, all other things being equal, should lead to…	…which in the long-run will help impact on…

ACTION

- More people better aware of career opportunities in Warwickshire, and have access to employability activities and training
- Education providers more able to provide high quality and effective careers and employability support
- More young people (including vulnerable learners) have engagements with employers
- Stronger links between education and training providers and local employers
- Businesses better able to shape and inform skills and education activity locally

OUTCOME

- People making more informed decisions about education & training, leading to better choices and more engaged learners
- Businesses more able to recruit people with the skills/aptitudes they want
- Education and training provision more aligned with the local economy
- Increase in use of apprenticeships by businesses, and take up by Warwickshire residents
- Increased retention of HE and FE graduates within the local economy

IMPACT

- Fewer young people not in education, employment or training (NEET)
- Fewer vulnerable learners not in education, employment or training (NEET)
- Lower levels of unemployment within the county
- Businesses reporting fewer skills shortages and recruitment difficulties
- Productivity of the local economy improves

OUTPUTS:

- Number of visits to new careers website
- Number of young people benefitting from careers & employability activities
- Number of businesses engaged to support
- Number of projects/ initiatives undertaken

OUTCOMES:

- % of Warwickshire schools meeting new careers requirements
- % of schools reporting improvement in their careers provision yr on yr
- % improvement in awareness and perceptions of careers options by surveyed pupils, and from Careers Leaders
- Increase in apprenticeships
- Increased graduate retention locally

IMPACTS:

- NEETs levels better than national average
- Increased % of vulnerable learners achieving positive destinations
- Unemployment rate (16-64 year olds)
- Unemployment rate for 16-24 year olds
- % of businesses reporting skills shortages
- GVA per job filled increases

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Governance and Delivery

Governance

This Warwickshire Careers Strategy will be overseen by the new Warwickshire Employability & Skills Group, which is contained within the wider governance model for the Warwickshire Education Strategy.

The Warwickshire Employability & Skills Group seeks to bring together a range of partners and stakeholders from education providers, public sector and key intermediary bodies. The voice of businesses will be clearly articulated to the Board by regular engagement and discussion with business groups, networks and sector bodies across the county.

Delivery

An annual Implementation Plan will be developed, setting out the identified key activities under each of the five priorities. A copy of the proposed Implementation Plan for 2019/20 is contained within Appendix A.

Warwickshire Careers Strategy Implementation Plan: 2019/20

Strategic Vision

We want to ensure that all residents of Warwickshire are able to access the education and skills they need to enable them to secure fulfilling, appropriate, sustainable and well-paid employment throughout their lives, which supports the growth and prosperity of Warwickshire's economy.

Strategic Priorities

We aim to achieve this by focussing on the following five key priorities:

1. Raising the awareness of the range of career and employment opportunities locally, inspiring residents of all ages to develop their education and skills as far as possible

2. Building the capacity of our education providers to deliver effective and sustainable careers support and advice

3. Providing targeted support and help to our most vulnerable learners

4. Improving alignment of demand and supply of skills, now and in the future

5. Encouraging and enabling businesses to recruit from a richer and wider talent pool.

PRIORITY	PROPOSED ACTIVITIES	OUTPUT/OUTCOME MEASURE(S)
1. Raising the awareness of the range of career and employment opportunities locally, inspiring residents of all ages to develop their education and skills as far as possible	Develop a new, locally relevant "Careers Portal" on the WCC website. This would provide information on key sectors and careers opportunities locally, provide labour market information, and provide clear links to the range of existing support services (especially the National Careers Service). Implement year-round communications campaign to promote the careers portal and raise awareness of the various careers and development opportunities that exist within the county, and the range of support services available through partner organisations and WCC. Promote more widely the support available at public libraries and from the Adult & Community Learning service. This will include promotion in key public places e.g. doctors' surgeries. Give special consideration to older residents and those with mental health needs when developing new information and support. Help enable schools and colleges to meet the requirements of the national careers strategy by providing grants and careers leader development activity/ resources through the WCC Skills for Employment programme. Undertake and support projects and initiatives (such as My Hospitality World, My World of Work, Digital Schoolhouse, Digital Skills in North Warwickshire, Maker Space, etc.) to raise awareness and understanding of different career opportunities and pathways in the county. Seek to secure further funding of Skills for Employment activities from 2020, or develop legacy/exit plans.	• Visits to new landing page and clicks through to each delivery organisation including libraries and Adult & Community Learning. Tracking to monitor engagement of specific resident types including older age groups • Number of people participating in key initiatives, such as Digital Schoolhouse, My Hospitality World, TeenTech, Maker Space, etc. • Number of businesses engaged in activities to support careers and employability activity • Number of case studies/career journeys developed as content on website and for promotional activity • Increased number of apprenticeships, particularly at Higher and Degree level • Increased number of graduates staying within Warwickshire • Increase in residents receiving support from libraries • Increase in enquiries about Adult & Community Learning that can be attributed to new promotions • Tracking to monitor engagement of specific resident types including older age groups.
2.Building the capacity of our education providers to deliver effective and sustainable Careers support and advice	Provide small grants to schools and colleges through the Skills for Employment Programme to support development and implementation of careers activity. Work closely with the new Warwickshire Careers Hub funded by the Careers & Enterprise Company (CEC) to ensure all support is joined up. Develop and promote new materials (e.g. sector-specific careers films) to inspire young people, and enable careers leaders and teaching staff to provide new forms of support. Support FE colleges, Universities and independent training providers to introduce more Degree/Higher Apprenticeships needed by future economy.	

PRIORITY	PROPOSED ACTIVITIES	OUTPUT/OUTCOME MEASURE(S)
	Develop stronger links with CEC activity, and explore opportunities to secure funding/support for Warwickshire schools. Support business/education collaboration (particularly in our more deprived areas) to enable education leavers to experience workplaces, find work experience opportunities and part-time jobs and progress into employment in due course. Support the delivery of 'T' levels by encouraging business to offer more work-experience opportunities. Maximise opportunities to access new support funded by the West Midlands Combined Authority.	• Number of grants awarded to schools/colleges • Number of careers leaders taking advantage of training and development activity • Number of schools and colleges using the Careers Support Service • Number of schools meeting new requirements under National Careers Strategy • Schools and colleges feedback • Skills for Employment and Warwickshire Careers Hub support are clear and complementary • Increase in awareness and improved perceptions about employment opportunities in key sectors by pupils and by careers leaders • Number of business/education collaborations undertaken • Increase in part-time jobs and work experience opportunities reported by schools and colleges • Feedback from schools and colleges on availability of work-experience • Participation in support funded by the West Midlands Combined Authority.
3.Providing targeted support and help to our most vulnerable learners	Develop "Supportive Employers" forum to co-ordinate activity and engage businesses to explore opportunities to be more supportive employers. Increase provision of supported internships and accessible apprenticeships. Increase the number of special schools taking up the £3,000 Capability & Capacity Grant and the free Careers Support Service which will provide a day of expert support. Seek to engage more special schools in the Skills for Employment careers leader network e.g. the 24th September meeting when Ofsted will describe how the new inspection framework will affect careers support. Support the Pet Xi application (as a strategic partner) for ESF to deliver a Positive Futures Plus programme from 2020 to support young people who are NEET and at high risk of being NEET. Continue the Council's NEET co-ordination group to ensure a joined up approach to activity by provand monitoring. Maximise opportunities to access new support funded by the West Midlands Combined Authority. Support uptake of apprenticeships for more vulnerable learners as part of the County Council's Small Business Apprenticeship Support Programme.	• Number of businesses engaged to be supportive employers • Number of vulnerable learners securing employer engagement activities • Number of vulnerable learners moving into positive destinations • Ensuring the number of 16 & 17 year olds who are NEET is in line with or better than statistical neighbours • Positive Futures programme for 15-24 year old NEETS meets its targets of 780 individuals supported. Planning completed for successor programme to deliver from 2020 • Participation in support funded by the West Midlands Combined Authority.

PRIORITY	PROPOSED ACTIVITIES	OUTPUT/OUTCOME MEASURE(S)
4. Improving alignment of demand and supply of skills, now and in the future	Implement year-round communication campaign for business highlighting skills information, issues and support available e.g. Small Business Apprenticeship Support Programme, to enable sharing of WCC Apprenticeship Levy. Continue to develop and enhance local labour market intelligence to make it more comprehensive in terms of sector and occupation coverage. Publish update more regularly. Seek to expand Digital Schoolhouse and engage with other priority sectors to identify their future skills requirements and develop career pathways sectors. Work with employer bodies such as the Chamber of Commerce and Federation of Small Businesses to provide regular briefings and support activities to ensure business is well-informed about developments such as 'T' levels and the benefits of offering part-time jobs to pupils, workplace encounters and work experience. Consider feasibility of providing a county 'Indeed' jobs and apprenticeship opportunities portal. Develop and implement the North Warwickshire Digital Skills Project. Work with regional universities to enable more graduates to be recruited by employers by providing a digital 'shop-window' and related information and activities. Continue Business Skills Advisor support to increase engagement with SMEs and support their skills and employment needs. As part of this, seek ways to enable SMEs to access Leadership and Management development.	• Number of businesses engaging with schools • Career pathways and sector skills plans developed • Increase in number of apprenticeships • Increase in regional graduates obtaining jobs in Warwickshire reported by the universities and the Higher Education Statistics Agency • Increase in Higher and Degree apprenticeships provided by employers (volumes reported by Skills Funding Agency) • Labour Market Intelligence reports developed and promoted • Employers report increased responses to vacancies • Increase in part-time jobs and work experience opportunities reported by schools and colleges • Feedback from schools and colleges on availability of work-experience • Feedback from employer bodies on increased uptake of Leadership and Management.
5. Encouraging and enabling businesses to recruit from a richer and wider talent pool	Continue to increase employer awareness of 'T' levels and Advanced and Degree/Higher Apprenticeships and how they can recruit Year 11-13 leavers to jobs with these apprenticeships. Expand the Supportive Employers' Forum and implement Warwickshire Recognition Scheme. Increase recruitment activity from local and regional FE and HE institutions. Deliver the County Council's Small Business Apprenticeship Support Programme to help support uptake of apprenticeships within the county, with a focus on priority sectors and on supporting vulnerable learners.	• Number of business engaging in Supportive Employers' Forum • Number of businesses engaging with new Recognition Scheme • Increased number of vulnerable learners in employment • Increased apprenticeships • Number of business supported through Business Skills Advisor.

Appendix C

Warwickshire Careers Strategy 2019-2024 Consultation

Communications Activity

Libraries

Posters and leaflets encouraging residents to take part were available in all libraries and some Adult & Community Learning centres throughout the consultation period.

Warwickshire County Council channels

The consultation was promoted via the following Council channels:

1 Council website:

http://news.warwickshire.gov.uk/blog/2019/07/03/warwickshire-calls-for-people-to-have-their-say-on-countys-careers-strategy/

It was also promoted on the Council's twitter (13,400 followers) and facebook (3,870 friends) platforms.

2 Warwickshire Weekly News – 4,664 subscribers

https://mail.google.com/mail/u/0/?tab=rm&ogbl#search/warwickshire+Weekly+news/FMfcgxwChchSPJhHpxlWNLZcHdDPlKDx

3 *Heads Up* publication for all head teachers and principals of schools and colleges in Warwickshire – total reach 1,389

11 July: https://headsup.warwickshire.gov.uk/heads-up-11-july-2019/we4-employability/have-your-say-in-shaping-warwickshires-careers-strategy

4 July: https://headsup.warwickshire.gov.uk/heads-up-4-july-2019/we4-employability/have-your-say-in-shaping-warwickshires-careers-strategy

20 June: https://headsup.warwickshire.gov.uk/heads-up-20-june-2019/we4-employability/have-your-say-in-shaping-warwickshires-careers-strategy

4 Warwickshire Means Business – 2,523 subscribers

There was high-profile editorial in this e-zine:

https://business.warwickshire.gov.uk/june-2019/news-in-brief/have-your-say-in-shaping-warwickshires-careers-strategy

5 MF Briefing – all Warwickshire CC staff

https://apps.warwickshire.gov.uk/api/documents/WCCC-1068-1052

6 Re:Member – all Warwickshire CC members

https://remember.warwickshire.gov.uk/june-2019-issue-72/news-in-briefs/warwickshire-careers-strategy-consultation-launches

The consultation was promoted via the following channels of key partners:

1 CWLEP website

https://www.cwlep.com/news/warwickshire-careers-strategy

CWLEP twitter (6,732 followers)/facebook (friends)

2 Coventry and Warwickshire Chamber of Commerce

https://www.cw-chamber.co.uk/news/wcc-280619/

Plus the Chamber's twitter (9,970 followers), facebook (1,134 friends), and LinkedIn platforms. There was also an article in the Chamber newsletter.

https://us8.campaign-archive.com/?u=6ee96723b0264716b39796f4b&id=02affde2d3

3 Federation of Small Businesses

Coverage in four newsletters - 26 June, 3 July, 10 July and 17 July

Plus twitter (2,048 followers)

4 Town and Parish Councils

Information disseminated by Warwickshire and West Midlands Local Councils to all town and parish councils in the area for discussion and inclusion in newsletters where appropriate.

Appendix D

Warwickshire Careers Strategy 2019-2024

Report on the public consultation

1   Introduction

This report describes the public consultation process which took place June 24th-July26th 2019.

The consultation comprised an on-line survey available to all residents/stakeholders, and a series of discussions with groups of high priority residents. There was also an option to request a consultation survey document to be sent by post for return by pre-paid post or dropping off at a library.

The consultation was promoted by a comprehensive communications plan that included press notices, high profile editorial in *Warwickshire Means Business*, social media, posters and leaflets in all libraries, information in partners' business newsletters and in the Council's *Heads Up* briefing for head teachers. A Gov.Delivery alert was also sent to 679 subscribers to Warwickshire County Council consultation alerts.

2   Responses

On-line responses were received from these types of individuals: Business; Secondary School staff; FE College staff; General Public; Parent/Guardian/Carer; Special School staff

Discussions were held with more than 100 stakeholders at meetings with these key groups:

Adult & Community Learning (WCC) customers at Leamington Spa (Information Technology) and Nuneaton (English for Speakers of Other Languages)
Care Leavers' Forum (WCC)
Careers Leaders from secondary schools/FE colleges
Coventry & Warwickshire Chamber of Commerce (South Warwickshire branch)
Northern Area Secondary Head Teachers and College Leaders
Southam College pupils from years 9-12
Youth Parliament (WCC)

A separate written response was received from the Federation of Small Businesses which represents the interests and views of nearly 27,000 small businesses in the county.

There were 83 visitors to the on-line consultation. The number of responses was low (19) and spread across the 6 very different types of respondents listed above. Based on the group discussions, we believe the low response level to the on-line survey was because the strategy was not seen as contentious. The proposals focused on improved, free support for all residents and a particular focus on the most vulnerable, and there does not appear to have been any significant impacts or issues driving greater numbers of people to respond on-line. In addition, the Education user group is already supported by the national Careers strategy and Warwickshire Education Strategy. It is also important to note development of the proposed Careers strategy has been overseen by the Council's Employability & Skills Board comprising Council and external stakeholders representing all of the key types of resident the strategy is designed to support.

While there were many detailed comments, suggestions and recommendations in the open questions in the survey, we consider this feedback to be the views of individuals rather than of those types of resident in general.

Accordingly, due to the much larger number of residents participating in the discussion group and the quality of engagement achieved, more weighting has been applied to that feedback when analysing the responses overall and in identifying changes required to the draft strategy. Key feedback from discussion groups is provided in the Annex to this report.

Due to the low level of on-line responses it is not useful to analyse responses by the different characteristics of respondents i.e. age, disability, ethnicity, gender, location, religion, sexual orientation.

3   Agreement with the vision

Respondents were asked to rate how strongly they agreed or disagreed with the vision set out for the strategy. 63% (12 respondents) strongly agreed or agreed. 31.5% (6 respondents) strongly disagreed or disagreed. 2 of the 5 who strongly disagreed provided comments. One said the strategy should focus only on young people. The second said the strategy should commit to ensuring the quality of Careers support at Special schools was consistent across the county.

4   Qualitative feedback on the vision and 5 priorities

Feedback obtained at discussion groups and rom responses to open questions in the on-line survey have been analysed to identify key and common themes which are summarised in the table below. (Annex X to this report provides full detail of the qualitative feedback.)

1	While there is a national Careers strategy, young people cannot rely solely on information provided by secondary schools/colleges as the quality is varied and the level of support is inconsistent and may not be impartial
2	While the number of young people who are not in education, employment or training (NEET) has reduced significantly in the past 2 years, additional support is still required to prevent young people becoming NEET and to re-engage those who may be in education, employment or training at age 16/17 but who drop out thereafter
3	There is a vast amount of on-line information and support for young people but it can be very confusing so young people would like it simplified e.g. Can WCC create an 'Indeed-like' portal showing all local jobs and apprenticeship opportunities
4	Young people in some Special schools are receiving a high level of Careers support but those in some other Special schools are not
5	Residents with mental health issues require special consideration
6	Residents aged over 50 would benefit from specific advice and support e.g. face-to-face advice in local libraries
7	Adults need access to additional learning and development opportunities either by extending current Adult & Community Learning provision or through on-line courses
8	Businesses and Education providers need practical support to engage with one another in order to understand the mutual benefits of collaboration
9	There is a particular need to increase the number of businesses offering workplace encounters to enable education providers and young people to engage. There is strong support for WCC to take a lead role on enabling this.
10	Regular, high quality information on the economy and employment opportunities and job trends are needed by business, education providers and residents in order to help them plan for the future
11	Business needs more information and effective briefings on key education and skills matters e.g. 'T' levels
12	Small businesses would benefit from access to a Leadership and Management programme which would enable their owners/leaders to see the value of investing in people
13	There are many opportunities to promote and communicate existing and new support more widely and effectively through additional channels and especially in local communities e.g. doctors' surgeries, post offices, parish magazines, village notice boards

Feedback from the Federation of Small Businesses.

The Federation of Small Businesses represents the interests and views of nearly 27,000 small businesses in the county. These quotes from the written response it provided show strong support for the strategy:

"*The FSB can agree with the summary of priorities, drivers and issues outlined in the consultation document. …and at a local level is willing to be involved and help Warwickshire County Council deliver activities against these five priorities.*"

Key points made:
- It is keen to see a greater share of workers in SMEs and self-employment come from groups that face labour market disadvantage such as the disable, younger and older workers and those with low levels of educational attainment. In addition it would like to see a further priority to encourage and support small firms to invest in leadership and management training and emphasise the link between skills training and improved business productivity and competitiveness
- There could be further opportunities for workshops around the county as a practical way for businesses to engage with students, understand their expectations and share their knowledge about the working world
- It welcomes the Small Business Apprenticeship Support Programme initiative. It would like to see activities included to work with representative organisations to help raise awareness of this fund and the potential benefits for small firms
- To help ensure that local education and training providers effectively provide the skills needed by businesses other activities that could be undertaken include roundtables with local businesses or the formation of a local skills group or board with representation from business alongside education
- It welcomes the Council's proposal to continue the Business Skills Adviser support in order to increase engagement with SME's and support their skills and employment needs i.e. Leadership & Management

5 Quantitative on-line responses

Respondents were asked to rate how strongly they agreed or disagreed with the 5 priorities proposed in the strategy. The ratings are below with the actual number of respondents shown in brackets after the percentage.

Priority 1 – Raising awareness of opportunities/inspiring residents to develop education and skills

Strongly agree or agree	63% (12)	Strongly disagree or disagree	21% (4)

Priority 2 – Building Capacity of education providers

Strongly agree or agree	68.5% (13)	Strongly disagree or disagree	26.3% (5)

Priority 3 – Targeted support and help to most vulnerable learners

Strongly agree or agree	73.3% (14)	Strongly disagree or disagree	21% (4)

Priority 4 – Improving alignment of skills demand and supply

Strongly agree or agree	68.5% (13)	Strongly disagree or disagree	21% (4)

Priority 5 – Encouraging/enabling businesses to recruit from a wider talent pool

Strongly agree or agree   58% (11)   Strongly disagree or disagree   31.6% (6)

6   Are these the right actions to focus on for 2019/20?

Respondents were asked to consider the high-level implementation plan for the strategy and say if the actions proposed are the right ones to focus on.

73.3% (14) said 'Yes' and the remainder said 'To some extent'.

7   Measurement and Monitoring of the strategy

Respondents were asked 'How strongly do you agree or disagree that this is the right way to measure and monitor the impact of the work directed by this strategy?'

52.56% (10) strongly agreed or agreed   5.26% (1) strongly disagreed or agreed

The remainder neither agreed nor disagreed. The one respondent who strongly disagreed commented that the proposed approach was out-of-date with its focus on quantity rather than quality and said changing attitudes is the most important outcome.

While the Federation of Small Businesses agreed with the proposals, it called for timelines and targets to be applied to make it easier to evaluate progress and specify what success looks like.

8   Next steps

The feedback has been considered by the Assistant Director for Communities, the Skills for Employment Manager and Strategic Consultation and Engagement Lead. The draft strategy consulted on will be reviewed in response to the feedback. Amendments and additions made will be highlighted in the report for the 12th September 2019 meeting of the council's Cabinet.

Annex – Warwickshire Careers Strategy 2019-24

Summary of qualitative feedback from responses to open questions in on-line survey and group discussions.

QUESTION	KEY COMMENTS
Are there other priorities, issues, drivers or policies/strategies that should be considered and addressed?	• Many seem to think that Apprenticeships are an option at level 1 but there are none available. There is no adequate provision for main stream learner's that helps you to become apprenticeship ready. There are no level 1 and very few level 2 Apprenticeships • Apprenticeship recruitment support for SMEs. Giving a single email where an employer can send a vacancy to and is picked up by all schools and colleges in the area • Role of over 60s in employment • With so much opportunity to pursue any career path, people and particularly young people find this overwhelming and experience anxiety and depression. This is tied in with the 'instagram generation' where there is such competitiveness between peers to be seen as successful which further decreases mental wellbeing, again particularly ages 18-25. This is a serious issue that should be addressed • The priority is on what can be delivered as the problem and solutions exist today, The search for a longer term strategy should not be used as a reason/excuse for delaying tactical initiatives that can deliver immediate benefit. Don't re-invent the wheel when there are so many other initiatives at a regional, national and even international level. The last thing we can afford is a not invented here syndrome. What is needed is a true portal solution that helps individuals and employers to intelligently link with each other and access information from the confusing mass of information. • The availability of job coaches to individuals who gain employment and are successful in obtaining funding from DWP to assist them in employment. • Support for students who leave school or college with no employment. *Federation of Small Businesses (FSB)* • The Careers Hub pilot within Warwickshire, being monitored by the LEP Skills and Productivity sub group which needs to ensure that hubs are engaging with small businesses and the self-employed • It may also be useful to provide further clarification on how this careers strategy for Warwickshire will link into other skills strategies being developed for example by the WMCA or Midlands Engine • There is no mention of the forthcoming T-Levels. The FSB believes that for T Levels to work there needs to be increased awareness amongst employers and clear incentives and guidance for small businesses to offer the necessary work placements. While this is a national policy issue there could be some reference to this in the local careers plan as T Levels may fall at the first hurdle if small firms do not receive the right support.

How strongly do you agree or disagree with the vision set out for this strategy?	**Feedback from discussion groups** *North West Area Head Teachers* • Support for the strategy, its ambitions and priorities *Chamber of Commerce South Warwickshire branch meeting* • Good support for strategy and intentions. Importance of business community linking with education sector recognised to build future talent, but difficulties have been experienced in working with schools – difficult to engage, long delays, changing staff, unrealistic expectations about what they could do, health & safety requirements *Southam College pupils* • Good support for strategy and priorities *Careers Leaders* • Strong support for strategy and priorities *FSB* • The FSB strongly agrees with the vision
Are there any changes you would like to see?	• High quality careers information is not the case in all schools • There is no provision in South Warwickshire for our vulnerable learners. They have to travel to Coventry and Nuneaton which is fine when a taxi is provided in year 11 but impossible for them to transition to in year 12. Local colleges come to 'agreements' with some of our most vulnerable young people to leave part way through year 12. It can be very difficult for young people to have the confidence to try again on year 13. • The key words in the vision are fulfilling and appropriate. This is what people struggle with the most when searching for a new career however I don't see anything in the strategy to tackle this. How do people work out what career will be fulfilling and appropriate? • "Our most vulnerable learners are particularly supported with this transition, and achieve positive destinations appropriate to their needs." • Special schools need to do more than just pay 'lip service' to this vision for this particular aspiration to become reality. • The Local authority needs to be realistic about the lack of positive destinations available to our most vulnerable learners. Provide a choice of positive destinations available to the most vulnerable young adults in every area of our county and spend less money fighting parents who are just trying to achieve this vision for their young people. • This is an excellent vision, strategy and set of key measures. • Individuals need to recognise that there skills and knowledge have a life cycle and that even if they remain in the same job they will require to develop new skills as the job changes. As such they need to commit to and have access to life-long learning support. • Employers need to take on the responsibility for developing the knowledge and skills required for both the existing job role but also those skills that will be required in future roles.

	- The FSB would like to see a further success measure around businesses having a greater understanding of the skills landscape and information on relevant changes to aid their understanding – for example changes around 'T' Levels or new grading structures for qualifications or courses.
Raising awareness of opportunities / inspiring residents to develop education and skills	- The portal should provide easy to access info on Sectors/industry to help people see where opportunities are/will be N – More access to advice in Schools and public areas needed. Adults need this too. - Act as a careers advisory/recruitment agency service where people could upload their CVs with certain compulsory questions - This is already 2 distinct priorities as awareness and inspiration are very different goals. I would suggest that there is already an information overload resulting in confusing residents. - Let's commit to using technology to personalise this information so that it is relevant to individuals and talks to their needs, values and motivators. **Feedback from discussion groups** *Chamber of Commerce* - Those who are giving Careers advice need to have greater understanding and awareness of business – what they are looking for (skills/competencies) and sectors/occupations that are growing. *Warwickshire Youth Parliament* - Would like more information on a wider range of career options. Big emphasis on STEM, what about other careers (creative, media, health, personal services, business) - Strong support for employability engagement events around key sectors – would be good to get an understanding of a wide range of types of jobs, and enable them to consider things they might not have thought about. Wide range of sectors, not just the obvious ones - Should be more information around self-employment – running own business and being self-employed (gig economy) - Information provided always about really highly qualified, highly paid jobs/careers – what about "normal" jobs. *Warwickshire Care Leavers' Forum* - Support for industry experience days to find out about a range of different jobs. Should also include the public sector – fire service, police, social services, etc. - ESOL provision for young asylum seekers needed – prevents them from doing work experience - Need support to help build confidence and provide ongoing support for some individuals – can be quite intimidating, and can't take up opportunities due to lack of confidence or personal issues - Potential for a version of Job Coaches like supported internships? - Potential for businesses to come and show what it is like to work for them in a safe setting first, which might make it easier/give confidence for actual visits. *Southam College pupils* - Village/town notice boards should be used to communicate with young people and parents

	• Better information on vocational subjects e.g. BTEC for young people who don't want to go to university – for example there could be talks on this in assemblies *Adult & Community Learners (ACL)* • The programme needs to be communicated much more widely e.g. local newspapers, posters could be put in public places like Libraries, post offices, doctors surgeries, CABs, supermarkets and charity shops with website URL • Enrolling on programme is difficult as people have to go into the centre. This discriminates against people with some disabilities • Sessions are often difficult to access due to the times they run. Could weekends be offered? *FSB* • It is important that any new localised careers information service does not seek to duplicate or replace existing platforms. It would be beneficial to also provide information for businesses, particularly small businesses, under this service including an overview of latest developments in technical training and information on local programmes and opportunities to engage with schools and colleges.
Building capacity of education providers	• More access to advice in Schools and public areas needed. Adults need this too • WCC should act as a careers advisory/recruitment agency service where people could upload their CVs with certain compulsory questions
Targeted support and help to most vulnerable learners	• The county provides targeted support for young people in care or with EHCP. Where is the targeted support for learner's who have low attendance, have been excluded, or are home schooled or who schools identify as becoming NEET? • Availability of job coaches for students with EHCP's to access employment post education • Provide 'pop up' advice sessions • The LA to standardise the opportunities to students in all of Warwickshire's special schools to ensure that access to an education with meaningful career support is not a postcode Lottery • Engage independent assessors to ensure that targeted support in special schools really does meet needs and is effective • The most vulnerable adult learners should be afforded the same breadth of choice and opportunities as those without additional needs. **Feedback from discussion groups;** *ACL* • Would like longer lessons i.e. 3 hours instead of 2 so the time they spend getting to the learning centre is more efficient • Some learners would like to be able to progress to take a higher level qualification in English or another subject like IT but they would have to pay (whereas ESOL is free) • It would be good to be able to do another course e.g. IT on the same day as the ESOL

	• Enrolling on programme is difficult as people have to go into the centre. This discriminates against people with some disabilities *Southam college pupils* • More grants/scholarships and changes to current HE maintenance grant to enable young people from less well-off backgrounds to go to university • More support and incentives for young people who lose their first job to get back into work as they can become invisible
Improving alignment of skills demand and supply	• More opportunities for employers to offer a chance to up skill their workforce to support the skills gap • Provide LMI to schools on a monthly basis **Feedback from discussion groups** *Chamber of Commerce* • Those who are giving Careers advice need to have greater understanding and awareness of business – what they are looking for (skills/competencies) and sectors/occupations that are growing. *FSB* • Leadership and management skills and training must also be considered as important skills for future growth • Encourage and support small firms to invest in leadership and management training and emphasise the link between skills training and improved business productivity and competitiveness • While the document refers to Government policies to strengthen technical education, improve lifelong learning, boost digital skills and support local skills development we believe more can be done to make these policies more inclusive of small businesses • There could be further opportunities for workshops around the county as a practical way for businesses to engage with students, understand their expectations and share their knowledge about the working world. These events will also give students the opportunity to meet with a wide range of businesses – including large organisations, to local employers and the self-employed • The FSB welcomes the Small Business Apprenticeship Support Programme initiative. Under priority 3 we would like to see activities included to work with representative organisations to help raise awareness of this fund and the potential benefits for small firms to take on apprentices with training fully funded. This could include local business events to promote the scheme or case studies which could be disseminated to members of representative organisations to raise awareness of the benefits • We can agree with the activities in Priority 4 to help improve the alignment of demand and supply of skills. To help ensure that local education and training providers effectively provide the skills needed by businesses other activities that could be undertaken include roundtables with local businesses or the formation of a local skills group
Encouraging / enabling businesses to recruit from a wider talent pool	• Promote the benefits of businesses working with their local schools • How to use older people and their experience to tackle skills shortages?

	• Businesses should be encouraged to employ people without qualifications to tackle skills shortages • Be careful not to encourage a "grass is always greener" attitude where employers look outside rather than develop and redeploy the potential within their existing organisation and creating a developing culture. *FSB* • The FSB issued a report earlier this year 'Small Business Big Heart' which outlined that a greater share of workers in SMEs and self-employment come from groups that face labour market disadvantage such as the disable, younger and older workers and those with low levels of educational attainment. FSB is very supportive of this approach
Is there anything else you would like to see included?	• Support those experiencing career related mental health issues (work with Coventry and Warwickshire MIND) • Career changers to help fill the skills gap, such as social work • A recognition that it is not just the traditional education provider sector that is responsible for education. Lifelong learning is all about attitude and access. If somebody can see the benefits they will be motivated to undertake the learning whether through formal • education, work based learning or individual personalised on-line/blended learning routes • Greater focus on the 50+ age group some of whom will never retire and have the greatest level of experience and often skills. Helping them to not only develop further bus also help the development of generations to come • The most vulnerable adult learners will be afforded the same breadth of choice and opportunities as those without additional needs.
Other Priority 1 activities? (Raising awareness of career and employment opportunities and inspiring residents to develop their education and skills)	• Access to advice on Career and employment opportunities in the local area given by Career Professionals in schools and public offices such as libraries, job centres • Expand as much as possible on raising awareness of career development. Case studies of people's career path - how people got into the job, what the job entails and what personality traits and skills do they believe they have that make them suitable for that role • For the careers portal to produce annual or biennial information (in the form of an infographic possibly) on the employment data for sectors in the area for education establishments to share with students & parents/carers • Adult careers service available to all in local communities. **Feedback from discussion groups** *Southam College pupils* • Young people just can't rely on what school/college does – they need direct access to information on future jobs and access to information on Apprenticeship vacancies • There should be more support for young people who lose a job so they don't disappear
Other Priority 2 activities? (Building capacity of	• Careers Adviser based in every secondary school

education providers to deliver sustainable support and advice).	- Regular Labour Market Information accessible to all ages. Information on skills required for jobs and employment trends and jobs of the future - Education providers need impartial support to help them engage with vulnerable young people - Reinstate career meetings for professionals for sharing information/best practice. Professional careers advisers often work alone and would welcome the opportunity to meet & discuss developments with colleagues on a regular basis - I would feel a priority for this would be to deliver impartial and independent advice, and not the kind that is a bums on seats agenda of the provider. **Feedback from discussion groups** *North West Area Head teachers* - Support for the strategy and its ambitions and priorities 1 Important that resources such as WCC Skills for Employment programme are continued to be deployed to support schools to do this work. 2 Particular interest in some form of people resource to support schools – maybe some form of centralised admin support? Help organise things, keep contacts with businesses, etc. Takes too much time/resources that isn't always available in schools. 3 Also need help in finding the right contacts in businesses that can make the decisions that can enable things to happen. This can take a lot of time, and be quite frustrating. Maybe some form of "charter for businesses and schools", so everyone knows what each other is supposed to be doing and how they are going to work together?

Other Priority 3 activities? (Providing targeted support to our most vulnerable learners).	- The county provides targeted support for young people in care or with EHCP. Where is the targeted support for learner's who have low attendance, have been excluded, or are home schooled or who schools identify as becoming NEET? - More work placement opportunities available for those that are most in need of experience, look at third sector to support provision - Pop up Careers and Guidance sessions - Availability of job coaches for students with EHCP's to access employment post education - The LA to standardise the opportunities to students in all of Warwickshire's special schools to ensure that access to an education with meaningful career support is not a postcode Lottery - Engage independent assessors to ensure that targeted support in special schools really does meet needs and is effective.
Other Priority 4 activities? (Improving alignment of demand and supply of skills).	- More opportunities for employers to offer a chance to up skill their workforce to support the skills gap, and offer recognised qualifications to underpin roles already happening. - Is there data on courses that lead to a career in that industry? Possibly make that available on the careers hub - Provide LMI to schools on a monthly basis **Feedback from discussion groups** *North West Area Head teachers*

	- More information on key sectors or opportunities needed – i.e. HS2 was mentioned - initial conversation, but not going anywhere and no communication - Digital Schoolhouse model funded by WCC was applauded, making a real difference, and the bursary was essential to making it happen *Southam College pupils* - List of all employers offering work experience/work tasters so young people could contact them rather than have to find their own placements - More employers coming into schools to talk to pupils about specific jobs and how young people can get into them - More part-time jobs for pupils – the current regulations put off many employers so they don't or stop offering part-time jobs - More current information on which jobs/careers are most threatened by automisation so young people can avoid choosing GCSE/A level subjects linked to jobs at high risk of disappearing in several years' time - On-line information showing what GCSE/A level subjects local employers are looking for when they recruit (like universities have entrance requirements)
Other Priority 5 activities? (Encouraging and enabling businesses to recruit from a richer talent pool).	- Promote the benefits of businesses working with their local schools. Encourage businesses to visit schools and give talks and presentations on careers they offer and the skills they are looking for in their employers. Encourage businesses to offer taster days and work experience placements - How to use older people and their experience/skills in tackling labour shortages - As well as qualifications, businesses should also be encouraged to employ those without a qualification so that we can reduce unemployment numbers - Be careful not to encourage a "grass is always greener" attitude where employers look outside rather than develop and redeploy the potential within their existing organisation and creating a developing culture.
Are there any other activities related to this work that we should be aware of?	- Independent and impartial careers advice for all - Much of what you are trying to do is already going on elsewhere so please don't re- invent the wheel as we don't have time to delay doing things rather than building strategies - Technology exists to both personalise and scale solutions that will take you towards achieving your goals so let's use it now - There is no shortage of careers information but there is little assistance being given to individuals on how to make a career choice and how to review and manage your career so most of this information is just wasted effort. So by helping people to access the right information i.e. relevant, personalised and timely then you will increase the impact of the information and quality of career choice.
Are there any particular indicators that you think are the most important, or any that you feel are missing?	- If there are any measurements of career related mental illnesses, it would be good to include this - Alternatively, a career satisfaction survey could provide valuable data and possibly identify areas such as age and location for focus - NEET figures - Recruitment and retention figures for key area such as social work - Well-being. This is a subjective assessment but effects motivation, mental health, productivity and productivity so is the one and only

	measure of how effective these interventions have been. **FSB** The FSB see the outcomes around reducing the number of businesses reporting skills shortages and the focus on apprenticeships is being amongst the most important from a business perspective. We would also like to see more emphasis placed on increased engagement from small businesses in supporting local programmes which encourage apprenticeships and work with schools and colleges to help raise awareness of careers and self-employment opportunities as well as encouraging young people into vocational education and training, alongside pathways into more traditionally academic routes.
Are there any other comments you would like to make with respect to this draft Warwickshire Careers Strategy?	- More emphasis on work experience placements in schools and college and for employers to be more open to this - Warwickshire County Council to extend their off of apprenticeships and to work alongside other related agencies and third sector to support and encourage the option to take on apprentices such as schools and offer more work experience placements - Training provision for NEETs needs to be improved - LA used to arrange regular training days for careers staff in schools, these need to be resurrected so schools can share good practice but more importantly be made aware of the statutory DFE requirements/Gatsby benchmarks etc. - Careers provision in schools across the county is patchy and not all Warks young people are getting what they are entitled to - LA or independent body to be responsible for careers advisors/ work experience in schools to ensure a standardised approach, especially in special schools where students choices are currently so limited - While I am pleased that the Council has realised that they can and should be a central point for coordinating and even seed funding, I am very disappointed by the lack of ambition and understanding of what can be done. This strategy could have been lifted straight out of the Career & Enterprise Companies handbook and lacks originality and bravery. In Warwickshire we have some of the most technologically advanced companies and start up's and face some of the most disruptive employment environments yet there is nothing in this document that shows how you are going to harness these employers to make a difference. Unfortunately the Public Sector cannot drive this agenda and it is the residents and employers who need to drive and control it with this hub being just that a coordinating and communicating portal that reacts to the requirements rather than determines strategy.

EQUALITY IMPACT ASSESSMENT (EIA)

Warwickshire Careers Strategy 2020-2025

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Service/policy/strategy/practice/plan being assessed	Warwickshire Careers Strategy
Business Unit/Service Area	Communities
Is this a new or existing service/policy/strategy/practice/plan? *If an existing service/policy/strategy/practice/plan please state date of last assessment*	New
EIA Review team – list of members	David Ayton-Hill - Strategy & Commissioning Manager (Economy & Skills)
Do any other Business Units/Service Areas need to be included?	No
Date of assessment	8th August 2019
Are any of the outcomes from this assessment likely to result in complaints from existing services users, members of the public and/or employees? *If **yes** please let your Assistant Director and the Customer Relations Team know as soon as possible*	**No**

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Details of service/policy/strategy/practice/plan

Scoping and Defining	
(1) What are the aims, objectives and outcomes of the service/policy/strategy/practice/plan?	**Objectives for the strategy:** - **All young people within our schools, colleges and universities have access to high quality, relevant, inspiring and locally focussed careers information, guidance and support and are able to make informed choices** - **All our young people successfully transition from education and learning into sustainable employment** - **Our most vulnerable learners are particularly supported with this transition, and achieve positive destinations appropriate to their needs** - **Our businesses are able to access the skilled labour that they need to grow and compete** - **Our residents are able to develop and acquire new skills throughout their lives to meet the rapidly changing labour market. This applies to those in work who wish to progress or switch roles, those seeking work and those who are or wish to be self-employed.**
(2) Who are the customers?	**Warwickshire residents of all ages 11+** **Warwickshire businesses**

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(3) How has equality been considered in the development or review so far?	**Equality is central to the strategy because it will support all residents and businesses**
(4) What is the reason for the change/development?	**The Council has not had an all-age Careers strategy before. The introduction by central government of a new national Careers strategy for schools and colleges in December 2017 highlighted the need to provide support for other residents and to support our schools and colleges to meet the needs of the national strategy so young people throughout the county have equal access to support.**
(5) How does it fit with Warwickshire County Council's wider objectives?	**The strategy will support achievement of the Council's core purpose " to make Warwickshire the best it can be" and, in particular these two outcomes:** **1 Warwickshire's communities and individuals are supported to be safe, healthy and independent** **2 Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure** **It also links to the Warwickshire Education Strategy by supporting achievement of Priority WE4 "Our challenge is to champion employability by promoting the best opportunities for all learners".**
	To ensure the strategy supports all residents aged 11+ and all businesses.

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(6) Why might it be important to consider equality and the protected characteristics?	

Information Gathering	
(7) What sources of data have you used? *You must keep a record of any data you have currently used as supporting evidence*	**Development of the strategy has been informed by a comprehensive range of data from national and local sources (many at borough/district level) including:** **Employment rates; Job Seeker rates; Post 16 participation rates; Not in Employment, Education or Training (NEET) rates; Qualification levels of workforce; current and forecast Skills shortages and gaps; deprivation index; SEND pupils gaining employment; Care leavers gaining employment or staying in education; students at local universities gaining employment in Warwickshire; armed forces leavers gaining employment** **The data has been analysed and discussed by the Employability & Skills Board comprising a comprehensive range of internal and external stakeholders and partners. Development of the strategy has been directed by those discussions and agreement reached at the Employability & Skills board meetings held in the period November 2018-May 2019.** **Range of research work & policy papers regarding future skills, future occupations, impact of careers advice and employability activity on work prospects and income.** **Consultation exercise held between June-July 2019.**

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(8) What does the data you have tell you about your customers and about protected equality groups?	**The priorities for the strategy and supporting action plan outline a range of activities to provide improved support for all residents and businesses including specific actions for these vulnerable groups; SEND pupils, Care leavers and young people who are not in employment, education or training (NEET) or at risk of being so.** **Place of residence is a major issue as access to employment and Career opportunities varies across borough and districts** **Business report a range of Skills shortages and gaps. There is a particular need for people in the workforce to develop higher level skills and for businesses to be able to recruit more people with higher level skills e.g. from local universities.** **Issues around changing nature of work (including automation), shift to higher skill level occupations, and impact on lower skilled, manual or repetitive task-based occupations. Need for reskilling and upskilling in line with changing economy and increased use of technology.**
(9) What do you need to know more about?	**Whether there are residents or businesses who require more support than is proposed in the strategy being consulted on.**
(10) How could you find this out and who could help you?	**The public consultation and supporting communications activity developed with the WCC Communications team**
Engagement and Consultation	

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(11) Who have you consulted with from protected equality groups?	**SEND** **CARE LEAVERS FORUM** **Young People not in Employment, Education or Training** **WCC LEAD FOR VULNERABLE ADULTS**
(12) Who else could you consult with?	**Wider public across Warwickshire**
(13) Who can help you to do this?	**The public consultation and supporting communications activity has been developed with the WCC Communications team**
Monitor and Evaluate	
(14) How will you monitor and evaluate the service/policy/strategy/practice/plan?	**The Employability & Skills Board, which comprises a range of internal and external delivery teams and partners, will monitor implementation of the strategy at its quarterly meetings and evaluate impac.**

Please note: Further information and advice about the corporate consultation process can be found [here]().

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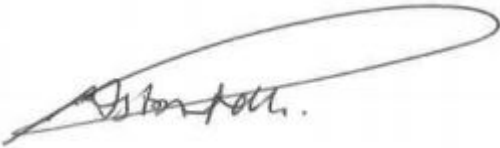| (15) Analysis of impact and potential actions:				
Protected characteristics from the Equality Act 2010	What do you know? Summary of data about/feedback from your service-users and/or staff	What does this mean?		What can you do? All potential actions to: - Eliminate discrimination/mitigate negative impact - Advance equality of opportunity - Foster good relations
		Positive impacts identified (actual and potential)	Negative impacts identified (actual and potential)	
Age	Participation in Employment Education and Training at 16 is high Rate of 16-17 year olds who are not in Employment, Education or Training is low and reducing	The strategy includes a specific priority on providing targeted support to our most vulnerable groups. Specifically, it aims to improve information about and access to Careers support for all residents aged 11+	Potential for imbalance in support for different age groups	Regular monitoring and review of the strategy and its implementation will include analysis of impact on full range of age groups

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		The strategy should lead to further improvements in support and reduced rates		
Disability		The strategy includes a specific priority on providing targeted support to our most vulnerable groups. The strategy states: There are huge opportunities to work pro-actively with our education		Teams and partner organisations delivering support linked to the strategy will report regularly on engagement of this group and compare it with level prior to introduction of the strategy The main new source of information about Careers support will be on the WCC website. The webpage will include a feedback mechanism which will enable users to say if their needs are met. Feedback from protected groups like this one will be analysed and compared with feedback from other groups to.

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		providers, vulnerable learners and businesses to better identify and promote employment and career opportunities, and to put in place support packages that help all three parties to enable significant improvement in the proportion of vulnerable learners to enter into sustainable employment.		
Sex	No issues have been identified to date			
Race	No issues have been identified to date			

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Religion or belief	No issues have been identified to date			
Gender Reassignment	No issues have been identified to date			
Pregnancy and Maternity	No issues have been identified to date			
Sexual orientation	No issues have been identified to date			
Marriage and Civil Partnership (Note: only in relation to due regard to eliminating unlawful discrimination)	No issues have been identified to date			

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(16) Outcomes of Equality Impact Assessment		
Action	**Timescale**	**Responsibility**
Complete public consultation including meetings with vulnerable residents	**Mid September 2019**	**David Ayton-Hill Glenn Robinson**
Analyse feedback from public consultation and amend strategy to include any new priorities or actions needed e.g. for vulnerable or other specific groups of residents	**End September**	**David Ayton-Hill Glenn Robinson (with advice and input from Employability & Skills Board meeting in September)**
Monitor implementation of strategy	**September - June 2020**	**David Ayton-Hill Glenn Robinson (with advice and input from Employability & Skills Board meeting in September)**

Date of Next Review	**Once the consultation responses have been reviewed**

Warwickshire County Council

Name and signature of Officer completing the EIA	
Name and signature of Assistant Director	
Name and signature of Directorate Equalities Champion	Barnaby Briggs (via email)

If you would like any equalities support or advice on this completed document, please contact the Equalities Team on 01926 412370 or equalities@warwickshire.gov.uk

NEXT STEPS ONCE COMPLETED:

1. **Go to File – Rename, and enter a new document name (e.g. Title of the EIA followed by - EIA)**

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2. Go to Share (top right hand corner) Add Assistant Director and the Directorate Equalities Champion with 'can edit' option to gain their signatures and for recording purposes

3. Once signed off, ensure the completed EIA is saved in a secure place

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