

# Careers Leaders in Secondary Schools:

## /YA \$> , ~"~N ^} > , ~

This paper is published by The Careers & Enterprise Company  
>~H"pL Z >%A¥~ p>^s>AL†, Y~H> , ~

5>~L^ fl /L^B¥~ ~>~H" ~HLE %ž ~ Careers Leaders  
in Secondary Schools: The first year. London: The Careers  
fl~L^...\$%~ , } ..>~¥

## By~, £ LHL} L~"%

5p\$%d%>Bp'£ >%B>^dH, Y"£ sp'c>Y>AL'B, ~"AY , ~%  
, ~> %>nL%N"pL...; WB" N, } ~B, %%pL%L^s-nn, Y...

- p^\$%L^B¥ fl} s¥5>~L^~>~H&L%¥5p>s~  
5pL~ >LL^%o fl~"L^...\$%~ , } ..>~¥
- / >C\$H" ~HLE %o~HL..L~HL~"B ~%%">~"
- 5^\$%>} ž , , L¥ 7 ~dL^%¥, N L^A¥
- L"p\$ ~L%ž >%A¥~ p>^s>AL†, Y~H">s ~

5pL žYL%o ~>S L^>%oAL~LT™LHN, } Lα.L^~s..Y" N, } ~pL~  
/ L..>" } L~"N^flHYB> , ~"pL~ >LL^/ LCL, ..} L~"~%o"Y"L~  
} L} AL^%oN5pL~ >LL^%o fl~"L^...\$%~ , } ..>~¥ž L>H" L>BpL~  
Hc\$%o¥ž^, Y...B L>nY L%o"5pL~ >LL^%o fl~"L^...\$%~ , } ..>~¥~  
>~Hž >%A¥~ p>^s>AL†, Y~H> , ~>~H"pL~ >LL^%&L>HL^%o~H  
ž L>H" L>BpL^%p, " , , y..>~"s~"pL..s, " ž >~>p: s s} %o  
5pL~ >LL^%o fl~"L^...\$%~ , } ..>~¥...; C\$HLH pL..N¥ %o... ~"  
, ~"pL^%ž } ..L...L..> , ~>~HB ~"B" %o>"Ln¥

: L^>L^n>"LN~", 1 23) >yL~2L%>Bp'N^%B's..~n~pL~  
%&CL¥>~HB>^¥s-n, Y"pL's~L^c\$£ %£ sp~ >LL^%&L>HL^%o

† s> ¥£ L~"p>~y~pL~ ~ >LL^%&L>HL^%p, N Y~H" } L's~  
"pLs~AY%>BpLHY L%o, " >yL..>"s~"p\$%&CL¥>~H"p>L~"pLs~  
Lα.L^d~BL%&L^~pL^AL~LT", N, "pL^%o

# Contents

1 A, Y...ps...L...

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1, ^L£, ^HAY>ž L>H'L>BpL...

---

fLdLBÿ çL~3ÿ} } >^ÿ~

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%Lÿ} L%onL%N ^ž L>H'L>BpL^%o

---

~"~"~, HÿB ş ~

---

5pL...%o, ~, N' >^LL^%&L>HL^%o  
 ~ s~%Bp, , %o

---

~2Lj LB , ~%ø~H~Lx"~%b..%o

---

~2LN^L~BL%o

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\* , "L~, ~} L"p, H, , nÿ~

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5ps%l%>^Bp^E>%B } } %~LH>~HB, N~HLHAY~pL Z >%"AY~ p>^s>AL  
f, Y~H> , ~>~H5pL~>^LL^%o fl~"L^...%~ , } ..>~%s~ " , T~H, Y~"p, E~"pL~  
~>LL^%&L>HL^~, L^%ALS-nHL sCL^LH^s~...>B BL p, E s^%>ys-n>HQL^L~BL~, ~  
B>^LL^~nYs+~BL^>~H^E p>"N^"pL^%...,"^"S%oLLHLH", l} ALH^"pL~, L^s~%p, , %  
^"%%^CL%, N ~ >^LL^%&L>HL^%~%dB ~H>^%p, , %~fl-n>~H", , y^...>BL^s~  
) >^Bp^>~H^ ...s^ 5pL^%p, , %oN^pL~>^LL^%&L>HL^%p, ...> Bs.>^LH>L^  
A^, >H^L...L%~"> CL, N> %o^L N~HLH%dB ~H>^%p, , %~fl-n>~H^s-BYHs-n  
%dLs> %p, , %o Y%o> CLB>%o%YHL%L^L^B^~dH, Y~"s-\$Y~L", ... , c3HL~L> sL  
L^>} ..L%oNp, E %p, , %o^Ll} ALH^s-n^"pL~, L



~H~pS%L... ^"~%P, £ %P~s-y~AL"£ LL~ } L~%d~"~  
, ~"pL%~>B ¢s L%~H, Y~B, } L%~"L^ } %N#Y>S~  
, N.., ¢S~ ~3Bp, , %P, Y H } >yL~%L~"pLs~ >LL~%  
&L>HL^B>~s-CL%~pL~ } L~LLHLH", p>CL>~L>~  
§ ..>B" ~-Hs" %~B, Y^>ns-n~"p>~"pL~p, Y^%~%d~"~  
, ~B>LL^%S~B~L>%~n~

5pL~§ ..L} L~"> , ~, N~pL~ >LL~%~^>Ln~p>%  
ALL~>£ L B, } L^A, , %N^B>LL^%~Y~>BL ~ Y~s~  
p>%P L>~"~"pL~£, ^y, >H, N~pL~ >LL~%~&L>HL^p>%  
HLT~s~L ~s-B~L>%~H ~"~%~s> ~"p>~£ L~>%~P, , %  
L>HL^%~s~L~"pL} ~"pL~ } L~"~>s-s-n~>H~BBL%~  
, ~L%~Y^BL%~p>~"pL~L~LH", ~AL~Y~ £LQLB CL~  
s~"pLs~", L%~

: L~> ~y~, £ ~"p>~" } , %~%~YHL~"~%£ s ~, ~"~%~s~", ~L~  
W^AN, } ~"pL~ } , } L~"~"pL~L>CL~%P, , ~-H~"p>~" } >~  
, N~pL~W^A%~p>~"pL~£ s ~Y~HL^"~>yL~p>CL~£L~"~", L~%~  
5pL^LN^L ~... , ¢s~s-n~%~YHL~"~%£ s~p~LQLB CL~>H~£BL~  
>~H~n~Y~>~BL~%~B~s B>~", ~, ~"~", ~"pL} ~>%~Y~"~>%  
%~B~£ ~"~>%~£ p, L~

~H~, Y^~H~%~H~>~"~>nLH~%~YHL~"~%~L~Y~%~> ~"p, %~  
"p>~"~LLH~"pL~n^L>"L%~%~... , ^" L%~dBs> ~"

5pL%a~fB>~BL, N"pL ~ >^LL^%&L>HL^~, L

5pL~, L, N"pL ~ >^LL^%&L>HL^%pL^B, ^~L^%p ~L, N  
L~%s~n~p>"L>Bp>~HL^%&L^%Y, Y~n..L~%p~p>%pL  
B>^LL^~nYf>~BL~"pL~LLH^5pL~n, fL^~} L~" %o >^LL^%o  
3"~>Ln~"LB, n~%dH~"pL~s } .., ^">~BL, N"p%o, L~>~H  
%a~> LH>} >w~%d s~"pL~.., } s~L~BL, NB>^LL^~  
nYf>~BL~s~%p, , %o~HB, LnL%o~B, ~"~>%o, ~>, ~n  
^>Hs, ~, NB>^LL^%f, ^y~s~%p, , %ALS~nHL fL^LH  
A~"L>BpL^%o^B, ^Hs>, ^%o~pL ~ >^LL^%&L>HL^%o  
L~f%anLH^>%o} fHL, ^%o~s ~L>HL^f s~"pL^%s %o  
>Y"p, ^s~>~HB, ~THL~BL~, ~L>HB, L>nYL%o} >yL  
HLB%o~%o~HL~>B~"pL~LN^} %oLBL%o~%~", L} ALH  
B>^LL^%f s~p~"pLs~%p, , HL fL^s~n.., f%o~s~  
s~L^f s~"pL ~ >^%A~. L~Bp} >^y%oNn, , HB>^LL^~  
nYf>~BL

: p>"fLp>fL>^~LH

3YA%a~ >.., n^L%o~%ALL~} >HL^A~%p, , %o  
s~L} ALHs~n~"pL~, L, N"pL ~ >^LL^%&L>HL^~  
s~%B, ~H>~%p, , %5pL^L^%a~fL~BL, N  
, } L~"Y} ~>HL>^ %a~%oN% ..>B'

- ž L>H^L>BpL^%p>fL^L} A^>BLH~"pL ~ >^LL^%o  
3"~>Ln~"~>~H~ >^LL^%&L>HL^~, L~s~s~%d%~%fL>~  
, N% ..L} L~">~s ~ ž L>H^L>BpL^%p>fL^L} >HL~L^f  
>...., s~" } L~"~%oL>^ %p>N, N~ >^LL^%&L>HL^%o

: L>L%e^ ~n", nL">BL>..B"Y'L, N"pL~  
Bp> L~nL%ABs-n"pL~L£ ~ >LL^%&L>HL^%e~H  
£p>"~LLH% % ALB ~%&L^LH", L~%L"pS% L'B>~"

†, ^~ >^LL^%&L>HL^%‰ B ~ ~Yl~, ^AYsH, ~pLs%~BL%‰%‰L^E, Y HL~B, Y^>nL~

3"^^Ln%~"Ln^>L^B>LL^~nYsH>BL's", ~pL^%Bp, , %‰‰>Ln%‰"p>"s^%‰L sCL^LH^  
B, >A, ^> CL %>B^, %‰pL^%Bp, ,

&L>HL^%ps..~ ....., s~^ >LL^%&L>HL^%‰"} sHL~, ^%‰-s ~L>HL^%ps..LCL^%‰"p>"~  
"pL%B>~E, ^yLQLB CL %E sp^%Q>B^, %‰pL^%Bp, , ^~HFE sp^L%L^~> ..>"~L^%o

Ž, CL^~>~BL fl~n>nL~pL^~n, CL^~s~n^A, HFE sp^pL^%Bp, , %‰, ^y~, ~B>LL^%‰, ~  
L~%‰L~"p>"~ >^LL^%&L>HL^%‰L^%‰...., ^"LH^>~HBp> L~nLH^>">%‰-s ^~LCL

5§ L^~>~HL^%‰^BL ~ , B>L^%‰] B&~^~ } L^~>~HL^%‰^BL^~^~ >^LL^%&L>HL^%‰  
/ s^%‰%‰.s ^s L^%‰ sp^ >^LL^%&L>HL^%‰, L~%‰^L~"p>"pL^~ } L^>φ>s>A L^%‰^%H^  
", ^AL^%‰QLB"

5^>s-s-n fl~B, Y^>nL^>~HL~>A L~ >^LL^%&L>HL^%‰, ~">yL^..>^"~s~^>s-s-n



# Introduction

5pL^HL\ , ..} L~" , N"pL~ >^LL^%&L>HL^~ , L

### 5pL ~ >^LL^%3^>^Ln¥>-HnYst~BL

5pL Z, CL^~} L~" %o >^LL^%3^>^Ln¥.YA SpLH", E >^H%o  
"pL L~H, N ~., %o, ~LH~ >^LL^%&L>HL^%e%o\$," >~  
", ~pL>BpsdCL} L~", N"pL Z >^%A¥ L~Bp} >^y%o Nn, , H  
B>^LL^~nYst~BL ~"~LB, n~%dH"pL~LLHN ~L>HL^%ps..  
%s %e-H%oLBS %oy~, E LHNL~, HL \$CL^>B, } ..L^  
%d, N>B Cs L%e-C, Cs-n>E \$HL~>-nL, N%ayLp, HL^%o  
s-BYHs-nL} ... ¥L%e~HLHYB>, ~.., C\$HL^%d5pL  
%o>^Ln¥HL%e\$ALH~ >^LL^%&L>HL^%e%oLLHs-n", AL  
%o] Bd~" ¥%e-s ~", ; ..L^>L^%o>^LnB> ¥>~"pL pL>~"  
, N"pL %p, , ~">^pL~"p>~"pL..L^s.pL¥>-H", AL  
L~L~nL B>-HB, } } \$MLH£ \$p~"pL~>...^, ...s^L^%s %o  
>-HL^L^L~BL ~"~E >%e-C%e~LH"p>~" >^LL^%&L>HL^%o  
E, YHp>CL^A>Bys-nN, } ~pL n, CL^~, ~%e-H%e-s ~  
L>HL^%ps..L>} ~>-H£, ^y£ \$p~%AWB~"L>BpL^%e ~  
L} ALHB>^LL^%e~"pL BY^~BY Y}

5pLL \$ } LHs~L>B, ~%d > ~n", ~ >^LL^%&L>HL^%ps..  
E L^L^>~, Y~BLH %p, , %e L^L^L^L^LB^LH", ~.YA Sp  
"pL~>} L>-HB, ~">B^HL">s%oN"pL ~ >^LL^%&L>HL^~, ~  
"pLs£LA%eLN, } ~3L..L} AL~ Z >^%A¥>-H5pL  
~ >^LL^%o fl~"L^..%e, } ..>~¥£, YHE, ^y", nL"pL^", ~  
.., H¥BL nYst~BL ~, %p, , %e~HB, LnL%o~ ~ >^LL^%o  
&L>HL^%e>-H^.., C\$HL^%e L^L^s-C\$LH", %A} s^A\$H%e ~  
HLCL, ... >^LL^%&L>HL^%e>s-s-n^.., n^>} } L%A>ByLH  
A¥>~ } s s ~N~H

fl} ALHs-n ~ >^LL^%&L>HL^%eB, %eCL^¥%p, , ~>-H  
B LnL£ >%e~>} As, Y%a, > n\$CL~"pL^%e ~n^.., s~  
>-H"pL^%e>^Ln¥>By~, E LHNLH"p>~": Lp>CL^%o] L  
E >¥", n, ~, ~BpsdCL ~ps%o ~

5pL %e"Y", ^nYst~BL N, } Z, CL^~} L~"~>-H"pL  
..>B B> nYst~BL N, } 5pL ~ >^LL^%o fl~"L^..%e  
~, } ..>~¥>-H Z >^%A¥>LH", %e...~"~%p, , %e  
>BpsdCL ~pL n, > .., C\$Hs-n>%eL~, ~E p, %e YH  
">yL, ~"pL~, L~>-H£p>~"~%e YHL~B, } ..>%o  
"~", Y" s-s-nLQLB CL } , HL %oN%oYB^Y~s-n"pL  
Careers Leader role and a detailed list of  
^L%o, ~%Ass L%o~pL..>B B> nYstHL~>LH", ~.., } , "L  
>^LCL, NB, ~%eL~B¥>-HB, } } , ~%e~H>H%e, L~>AL  
%p, , %e >BpsdCL >%e..Bp>-nL^s~B>^LL^~nYst~BL ~

### 5pL ~L%e^Bp> \$ %o

5pL Z >^%A¥ p>^s>AL1, Y~H>, ~>-H5pL ~ >^LL^%o  
fl~"L^..%e, } ..>~¥B, N~HLH~>-HB, } } %e~LH  
"psdL%eBp", T~H, Y"p, E ~pL ~ >^LL^%&L>HL^  
^, L \$ALS-nHL \$CL^LH^s..>B BL p, E s~\$e >y-s-n>

~pL %e Y f, C\$HL^ L~ £ p  
"l >^%o %p, 1 L^~, ^%# 5 LL^%o fl~"L^..%e  
~, } ..>~¥H..YL ~ >>^%A¥



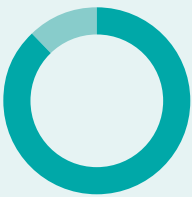


# The position of Careers Leaders in schools

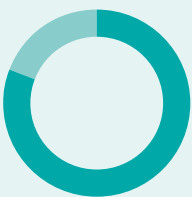
70% of schools have a dedicated careers leader role

70% of schools have a dedicated careers leader role. This is an increase from 60% in the previous year. The majority of schools (85%) have a dedicated careers leader role, with the remaining 15% having a shared role. The majority of schools (75%) have a dedicated careers leader role, with the remaining 25% having a shared role. The majority of schools (75%) have a dedicated careers leader role, with the remaining 25% having a shared role.

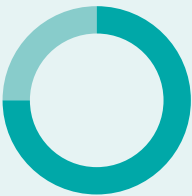
75% of schools have a dedicated careers leader role, with the remaining 25% having a shared role.



70% of schools have a dedicated careers leader role, with the remaining 30% having a shared role.



85% of schools have a dedicated careers leader role, with the remaining 15% having a shared role.



75% of schools have a dedicated careers leader role, with the remaining 25% having a shared role.

75% of schools have a dedicated careers leader role, with the remaining 25% having a shared role. The majority of schools (75%) have a dedicated careers leader role, with the remaining 25% having a shared role. The majority of schools (75%) have a dedicated careers leader role, with the remaining 25% having a shared role.

75% of schools have a dedicated careers leader role

/^, NL%~> A>Byn^, Y~H~>~H, "pL^~^, L%

/^Lc\$ Y%dl%~> Bp^%~ E %p>"%Bp, , %C>¥E sHL ¥s~  
p, E "pL¥HL sL^B>LL^%L>HL^%ps.. ~ >LL^%&L>HL^%  
B } LN, } ~>~>nL, N.., NL%~> A>Byn^, Y~H%~>~H  
A's-nHL^L~"†Y>fB> , ~%L.~.L^~BL^>~H%ys %  
ž, E >%Bp, , Bp, , %~%~ .., %~ , ~"pLs~ >LL^%&L>HL^~  
E s HL..L~H~ , " , ~¥ , ~"pLs, E ~A>Byn^, Y~HAY~"  
>%~"pL^Bp, , %BY^L~"~%~] ~n.~.~.s Bp>^B^L^s%~B%  
^L%~Y^BL%~L>HL^%ps..>~H^n, CL^~>~BL^Sp%~Bp>..L~  
^L.., ^"~%~ E %Bp, , %~L^HL sL^s-n~"pL~ >LL^%&L>HL^~  
^, L } sH E >¥"p^, Ynp~"pL T^%~L>~^, N"pL^.., s¥  
L.~., ^s-n~"pL^L^sHL~BL^N^~LQLB CL^..>B BL^>~H^E pL^L^  
"pL^L^>L^A>^~L^%

5pL^%~CL¥E >%B } ..L^LHL^B^Y%~L ¥A¥%~Q^E p, ~  
sHL~ TLH^pL} %~CL%~%~%~L^N^ } s-n~"pL~ , L, N^ >LL^%  
&L>HL^>~H, CL^~p>N, N"pL} ~ Y%~"p>"wA~ " L ~  
) , %~ >LL^%&L>HL^%~L^s^pL^N, } >"L>Bps-n, ~  
>B>LL^>H^C%~A>Byn^, Y~H~ ~s^ML, CL^~p>N  
p>CL^1 Y>fLH^L>BpL^~3">Y%~>~H ~..L^BL~"p, H  
>†Y>fB> , ~s~B>LL^~nY^s~>~BL^>"&L^CL^ ~  
, ^~&L^CL^ ~ , N"p, %~E s^p>B>LL^~nY^s~>~BL^  
†Y>fB> , ~ "pL%~>L^ } >s- ¥>"&L^CL^ ~ ~  
AY~">%~>"&L^CL^ ~ ~ &L^CL^ ~ ~ >~H^&L^CL^ ~ ~  
5pL^L^E >%~%~> } , Y~" , N, CL^ >..> } , ~n~



, "pL^~ , L%

· <^sL"¥, N>Hs , ~>~, L%L^..L^N^} LHA¥  
~ >LL^%&L>HL^%B, %Bp, , %A, Y"~>"psH>^L~  
%AWB"~L>BpL^% \* L^"} , %B } } , ~>^L^E, ^y  
L^..L^s~BL^B, ^Hs->, ^% ~>~HB>LL^%Hs%L^%  
^E pBp>^L~, L%qp>"HL sL^B>LL^~nYst>~BL^  
~ >LL^%&L>HL^%L^>%HL..>"} L~>~, ^NBÿ "¥pL>H%  
s~..>%p ^>~, L%~>~H>%o> } s, ^s¥>L^3fl\* ~ , %  
s^>^s~%~HAY%L%> >~nL^%pL^%CL¥ S%LH^  
, ... , ~%N, "pL^~ , L%~H>~L>%~ ~L~ >LL^%&L>HL^  
^L%q. ~HLH", L>Bp ~ , ~", .., N"pS% ~..L^BL~", N  
~ >LL^%&L>HL^%¥"pL¥p>CL, "pL^~ , L%qp>"^L^L~"  
S%LH^s~BÿHs~nL^>} %p] BL^s~Bÿ%~B, ^Hs->, ^  
>~H^..>%p ^>^%a... ^", ] BL^

5pL} >w^s¥, N%B, , % ~>...., s~LH~ >LL^%&L>HL^%M, } L^%~n~%Q^E^Sp^  
>N^s ¥LCL~%s^AL^ELL~"p, %E p, ^L^L^..L^s Y%¥s~B>LL^ ^L>LH~, L%~H^  
~, ~ B>LL^ ^L>LH~, L%¥% CL^p>N ^L^L>%LH", ~>yL, ~"pL~ >LL^%



· HHL¥>-H3">-p, ..L~3Bp, , ~%a~B LHYB> , ~> ~¢, Y~">^¥ >~LH~ ~%Bp, , ~s~3, Y~"p~fl>%o  
& -H, ~ ~É s~p>...^, ~s~ >"L ¥ ~ ..Y..s%o~^, ~

5pL~ >^LL^%&L>HL^~s%\$>yL~ ^ } %o, ~n ~ž L~%a~#Y>~LH~"L>BpL~^É p, ~ws-LH~"pL~%aQ~N Y^~¥L>^%o  
>n, ~%a~"L>BpL~^, NB } ..Y ~n>~HAY%aL%a%YH~L%a%3p, ~" ¥~>L ~^\$>yL~%a~"LH~>~"pL~%Bp, , ~  
"pL~pL>H~"L>BpL~^s~%a~"LH~>~L %a~YB~Y^s~n~, ~L~, N~"pL~>%d~B~%a~N~"pL~%Bp, , ~%a~L~L~ ~ TLH~>%o  
>~>^L>N~^~s~ ..^, CL} L~"~É >%a~pL~B~^LL^%a~^, C\$~a~~>~H~%a~L~>%d~LH~\$>yL~", ~"~yL~, ~"~pL~, L~ž L~  
p>H~>^L>H~n, ~"~s~¢, CLH~s~%a~ ~n~Y~..%a~CL^>~.., ~WB~%a~L >"LH~", ~B~^LL^%a~~HL~"~L~..^%a~>~H~  
p>HB, ~"~s~AY~"LH~", ~"~L~BL~"~B~^LL^%a~^s

\$>yL~HL~%a~sAL~%a~%a, %a, ~s~"~pL~%Bp, , ~%a~L~s~n~AL~"É LL~>~BY~^~s~Y~Y} ~L>HL~^>~H~>~>%a~%a~"~

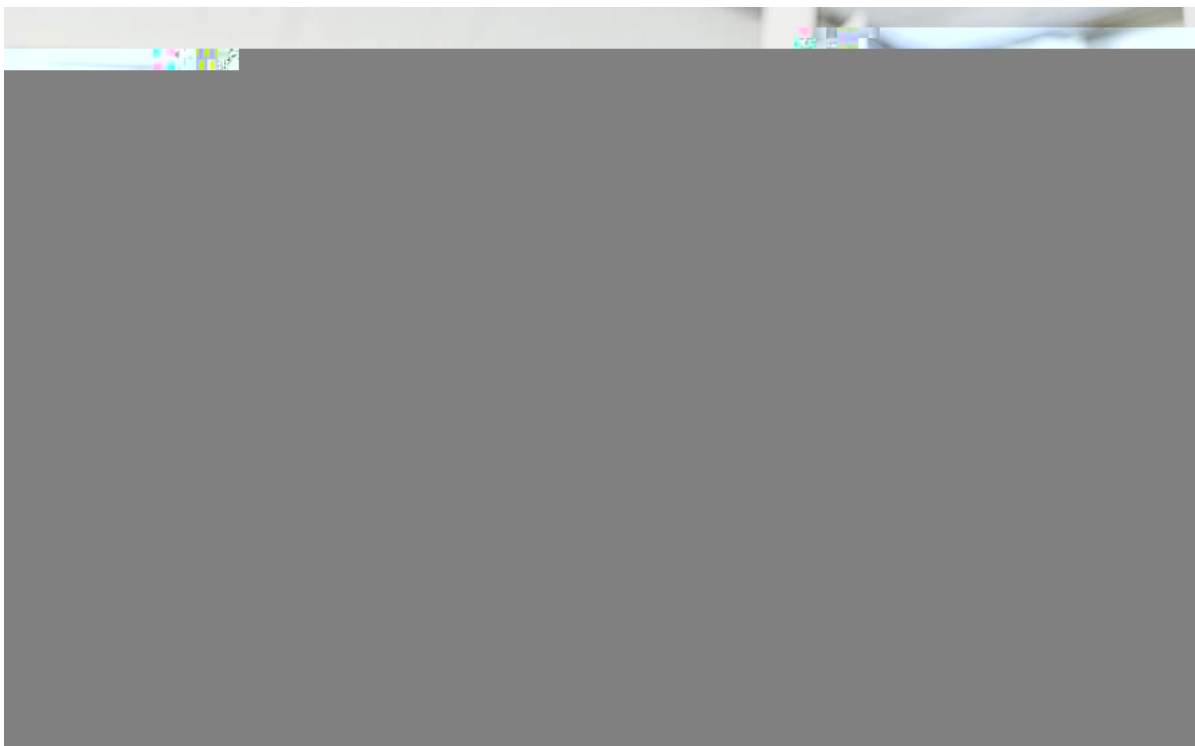
### 3L-š ^S^Ÿ>~H} , HL %oNL>HL ^%ps..

5pLñŸsHLN ^%B -H>Ÿ%Pp, , %o%š, Ÿ"~"p^LL} , HL %N ^, ^n>~%nB^LL^%o  
L>HL ^%ps..H^>É s-n, ~L^%o~n^AL%o..>B BL

) sHL ~ >^LL^%&L>HL ^~L.., ^ ~n", "pL^%o-š ~L>HL ^%ps..L>} 5p%B, ŸH  
AL^>"L>BpL^, ^~, ~ "L>Bps-n} L} AL^, N%QÉ p, %L } >~>nLHÉ s^p  
>%o-š ~L>HL ^É s^p, cL^> ~L%o ~%Ass^N ^B>LL^%5pL^, L^É, ŸHAL  
B } As-LHÉ s^p, "pL^~L%o ~%Ass L%o

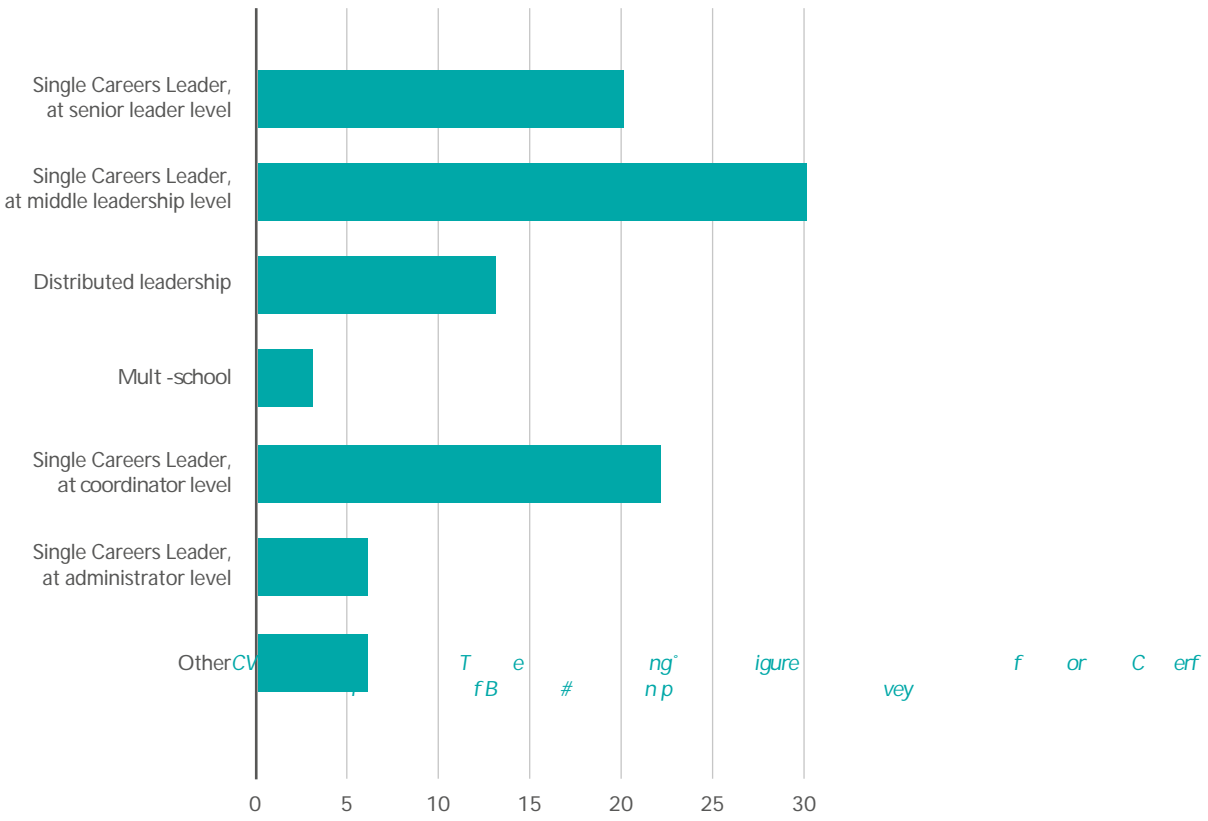
3L-š ~ >^LL^%&L>HL ^~ } L} AL^, N"pL^%o-š ~L>HL ^%ps..L>} É s^pHsLB^  
^L%o ~%Ass^N ^B>LL^%7 ~HL ^"ps^, HL "pL^ ~ >^LL^%&L>HL ^É, ŸHAL  
L^..LB^LH", p>cL^>, "pL^%Q} L} AL^, É p, } "pL^B, ŸHHL Ln>"L">%o

) Ÿ %p, , ~L>HL ^%ps..5pL^s-HsHŸ> %o ~ >^LL^%&L>HL ^  
>">%o-š ~, ^} sHL^L>HL ^LcL^N^} , ^L^p>~, ~L^%p, ,



~>%%YH~L%>Bp~E sp~ fl~n s%~B ~H>¥%Bp, , %  
 \$L~ TLH>HHS, ~>} , HL %oNB>~LL^%d>HL^%ps..  
 s-BYHs-n~pLHs%oAY , ~, NL>HL^%ps..>B, %o, ~L  
 "p>~, ~L%oQ} L} AL~s~>%Bp, , ~>-H~pL, Y~%oY~Bs-n  
 , NB>~LL^%d>HL^%ps.. ~  
 5pL%~CL¥%o ELH~p>~"~E, "psH%oN%Bp, , %o  
 >^L>H, ... ~n, ~L, N~pL%o%annL%bH} , HL %o~s-L  
 E sp~pL B~%o%YH~T~Hs-n%~pL} , %oB } } , ~} , HL  
 %o%on L~ >~LL^%&L>HL^~>" } \$HL~L>HL^%ps..

**fsY~L~ ~ >~LL^%&L>HL^} , HL**



~ -HLE%~ ~ z , , L¥~ ~ Careers leadership in practice: a study of 27 careers leaders in English secondary schools, ~s %o\$ Y~> , N  
 ŽY\$~>~BL~ ~, Y~%o s-n  
 5pL, Y~%oY~Bs-n} , HL %o, ~%bH%o.>~>L ¥s~pL~>AL^ALB>Y~%o~pL~E, ~.L^BL~"~ N ~>~LL^%&L>HL^%o..L^> ~n~s~p%& >¥>%o\$HL~ TLH  
 E sp, ~L, N~pL, "pL~B~Ln, ~d%đ , ~Lp>} ..L ~p~LL~ ~>~LL^%&L>HL^%&L~L~Lp~L~>~B ~%~>~%AY~>~%o~pL%oL~ ~>~LL^%&L>HL^~>" } \$HL~  
 L>HL^%ps..LCL E sps~pL~Bp, , %oLB~LHTN ~pL~%~CL¥

fl-n>nL} L~"É s"p"pL%ó-s ~ L>HL^%ps.:L>}

· ýL¥L~>AL^", ~"pL1QLB ¢L-L%óN"pL~ >LL^%ó  
&L>HL^%óp>¢s-n^A>Bys-n^N, } ~"pL%ó-s ~ L>HL^%ps.:  
team ~"~"óó-B, Ý^>ns-n", %óL^N, } ~"pL%ó^¢L¥"p>~  
"É, ~"psH%óN^ >LL^%óL>HL^%ó ~"ps-y"p>"B^LL^  
nÝst>-BL^p>%ó-B^L>%óH^s~...s^s¥N^~"pL%ó-s ~  
L>HL^%ps.:L>} %óBL^"pL~ >LL^%ó^>Ln¥, ~L "psH^  
~"p, Ýnp"~"p>"s^p>H%ó¥LH"pL%ó L^>-H^"É, ~  
..L^BL~"~"p, Ýnp"~"s^p>H^LHYBLH^s~...s^s¥^5pL~ >LL^%ó  
&L>HL^%óp, ^p>H^ALL~s~.., %óN^>B, Ý..L, N¥L>^%ó~  
, ^L^ÉL^L}, ^L^y/L^¥", ~.L^BLs¢L^"pL~...s^s¥, NB>LL^  
nÝst>-BL^", ^p>¢L%ó¥LH"pL%ó L^%ónnL%ó-n^"p>~  
"pL%ó%óp, , %óL^L^>^L>H^N^BÝ%ón, ~s

: pL~>%óLH", ~"óó.., "L~ >^A>^¢L^%ó HL s¢L^s-n^"pL~  
~ >LL^%óL>HL^, L^L^.., ^LH^s^}, ^L^HL^"s^>L^s~"pL~  
^L.., ^", ~¥ ~.L^BL~"~"HL~ TLHL~n>nL} L~"N, } ~



Figure 5: Career leader roles in secondary schools

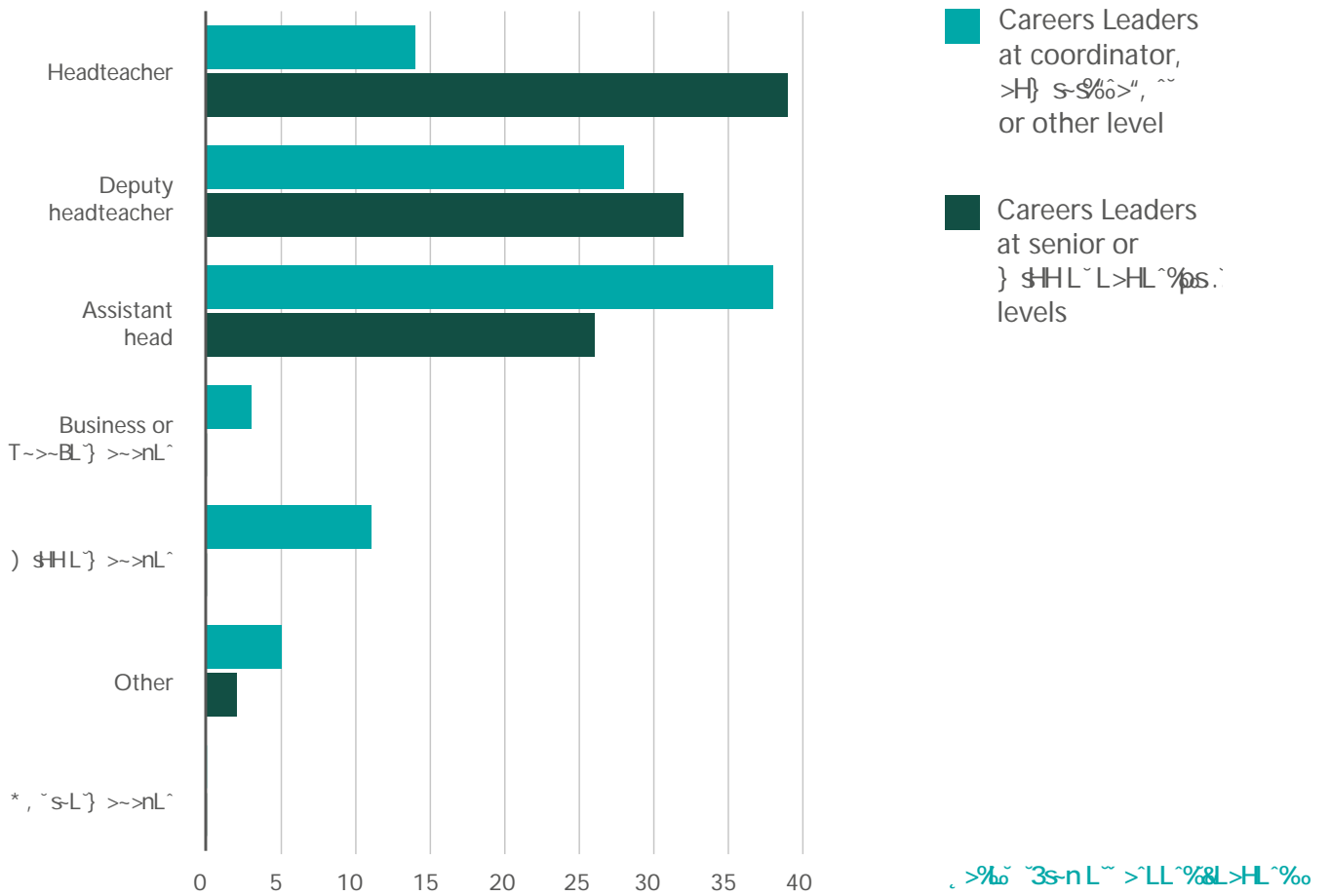
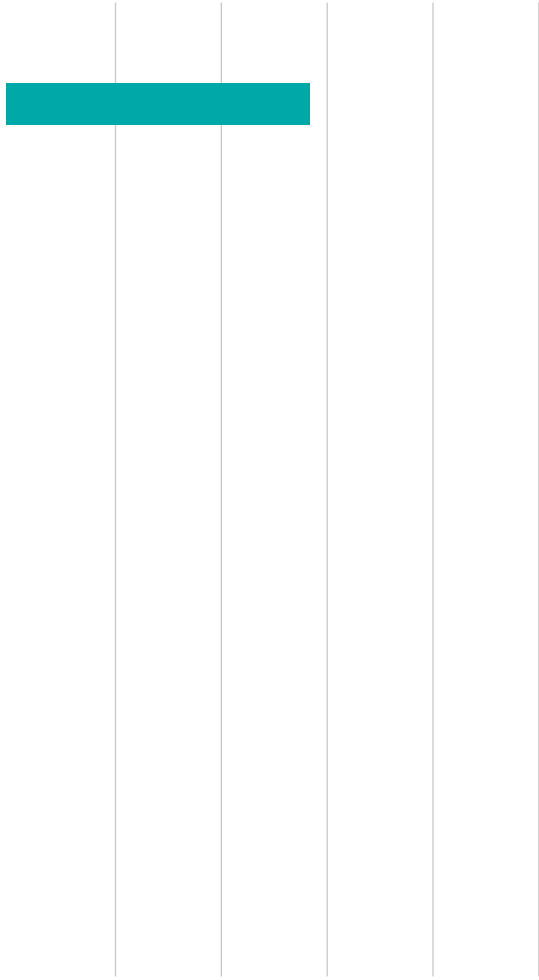


Figure 5: Career leader roles in secondary schools. The chart shows the percentage of schools where career leaders are in various roles. The light blue bars represent career leaders at coordinator, >H} s-S%>“, ^~ or other level, and the dark blue bars represent career leaders at senior or } \$HL} L>HL^%ps.^ levels. The x-axis shows the percentage of schools, ranging from 0 to 40.



# ~>%o3"YH#

) , f A^>¥3Bp, , ~  
\* , ^"p<, ^y%psL

) , f A^>¥3Bp, , %e~ , B>~Y"p, ^s¥} >s">s-LH B LHÝB> , ~> ~>~nL ~ %dBs> %Bp, , ~  
B>L^s-nN ~.Y..s%e sp>f dL~>~nL , N-LLH%e-BÝHs-n} , HL^>L %dL^L~>~H B } ...L^L>^~s-n  
Hj BÝ L%e~H>Y %B%dB^Y} B ~Hs , ~%~%e B>LH^s~"pL~ , f ~ , N LH>L~>~H">yL%o.Y..s%o  
N, } ~>f dL>L> , N\* , ^"p<, ^y%psL>~H^AL¥ , ~H^5pL^L>L^BÝ^L~" ¥ , dL~ ~.Y..s%o~ , ~  
>~H"pL^Bp , f s L^..>~H^N^"pL~L^"¥L>^f pL~s~ , .L~%e~L^f~.~s} >^A>%o3"2s. , ~

5pL^Bp , %e>^LL^%dL>HL^%e%e snL : sN^H^ %e%e~"ž L>H^f sp~L%e ~%Ass¥N^~/^L..> , ~  
N^~ HÝ "p , H^/N^ 5pL^%e-s^ ~L>HL^%ps..L>} B ~%e%eNTdL..L , ..L ž L>H^L>BpL^>/L.Y"¥  
ž L>H^>~H"p^LL^ %e%e~"ž L>H^f} , } "pL^%e~" , N^pL^BÝ^L~"~"Bp , , ¥L>^"pL^L>} Bp>~nLH^  
"pL^L%e ~%Ass L%e~"ps%eL , ^n>~%e , ~\* snL f e>%e%e~LH^"pL~ , L , N^>^LL^%dL>HL^~>%o  
s^T^LH^>~Y> ¥f sp^ps%eL%e ~%Ass¥N^~/N ž L^p>H^..Ld¥ Y%¥p>H^%o} L~L%e ~%Ass¥  
N^B>^LL^%e%e>" , Np%e%eL~ , L^>%o %e%e~"ž L>H^s~Bp>^nL , N^pL^%dB ~H>¥HL..>} L~"  
AÝ" , "pL^>%dB^%eN^pL~ , L^f L^L^Y~HL~"yL~A¥"pL^L>BpL^~L%e ~%e L^N^~/3ž fl>~H"pL^  
ž L>H^L>BpL^

5pL^>Y~Bp , N^pL^B>^LL^%e%e>^Ln¥B ~dL~d~" ¥B s-B^HLH^f sp~"pL^N BÝ%e~/N^>~H^f sp~"pL^  
Bp>~nL^s~ , N%eLH%e~%dB , ~N>} Lf , ^y~ , B ~BL~"~>L} , ^L~ , ~"pL^BÝ^sBÝ Y} 5pL^Bp , ~  
dL^f %B>^LL^%e~H^/N^>%pL} >s~H^f s-nN^ B^L^ALps-H^f p>"s^%e~¥s-n~ , ~Bp^dL^N^~s%o.Y..s%o  
~>^LL^%e%e , "e%e} L^ps-n~ , ^L>~HLLH^ , ~AÝ"BL~"~>" , "pL^Bp , %BÝ^sBÝ Y} 5pL^Bp , ^p>%o  
>f e>¥%B ~%eL^LH^"pL~LLH^%eNs%e.Y..s%e%e-Hst^Y> %e~H^ , Y..%e%e} ~ , "e%e3B" ¥A¥>nL^AÝ"  
A¥>Ass¥>~H^..>BL^%e%e} ~s~ , ~..>"pL^>¥%e%eBB , ^Hs-n~ , "¥..L , NL>~L^

5pL^Bp , ^p>%e} A^>BLH^"pL^ž >"¥f L~Bp} >y%e~H^p>%e^L>H^%e~"LH" , ž ..L} L~"  
%e~sTB>~"ž .. , dL} L~"e%e , "pL^B>^LL^%e , n>} } L fl^>} ..L%eN^LBL~"~s~ , d> , ~%o  
^L>L~ , ~L~Bp} >y~ ^L^L^d~BL%eN^pL^f , ^y...>BL 5pL^Bp , ~ , y%e~"s-Hst^Y>~.Y..s%o  
BsBÝ} %e~BL%e3 , L~.Y..s%e , Y" , ~>~L^L~HLH^f , ^yL^L^d~BL^..>BL} L~" Y%e> ¥  
, ^n>~%eH^>%e~L^H>¥>f LLY , dL^>~L^} f , ^>N^f ~.Y..s%e%e%e>%eL%e" LH^s~>wA , QL^f , ^  
, "pL~.Y..s%e~..>BL} L~"f sp>~L} ... ¥L^f , YH~ , "AL^"pL^AL%e , ... , ~%e~s~%eL>H^"pL^Bp , ~  
p>%eLBL~" ¥"~yL~ , Y"~>L>%e , ~>~%e ..s~"pL~ , f ~>~H^..Y..s%e s L^L^d~BL^>f dL~>~nL , N  
wA%e%e%eBs>LH^f sp~Y~s-n^"pL^%e ... f p3p^e s %e .. , HÝB^%e >HL^s~"pL^Bp , , ~>~H^ , ~s%o  
N^} 5pL^Bp , ^p>%e %e~s~" , HÝBLH^ , BÝ..> , ~>~%eYH^%e~ , s%eBÝ^sBÝ Y}

"") , f A^>¥3Bp, , ~L>HL^%ps.. , NB>^LL^%e%e} As-LH^f sp~L%e ~%Ass¥N^~/N^>~H^ , "pL^~  
%e-s^ ~L>HL^%ps.. , L%e%eBp>%e} L">A s-n^>~H^f sp>~L>Bps-nB } } s} L~" ~"e%e%e} >LH^  
"p>" , ~>dL^>nL^N^Y~p , Y^%e~f LLY^%e%e~" , ~B>^LL^%e~H^%o} L^%e... , ~"e%e , d3LH^N , } "pL^  
%Bp , , ] BL 5pL^Bp>s~ , Nn , dL^ , ^p>%e} L^f sp~"pL^>^LL^%dL>HL^~>~H^%eL^¥%e... , ^dL^ , N  
"pL^HLdL , ..} L~"e%e~"pL^Bp , 5pL^Bp , ^p>%eLBL~" ¥HLB^HLH" , f , ^y~ 1 , ~





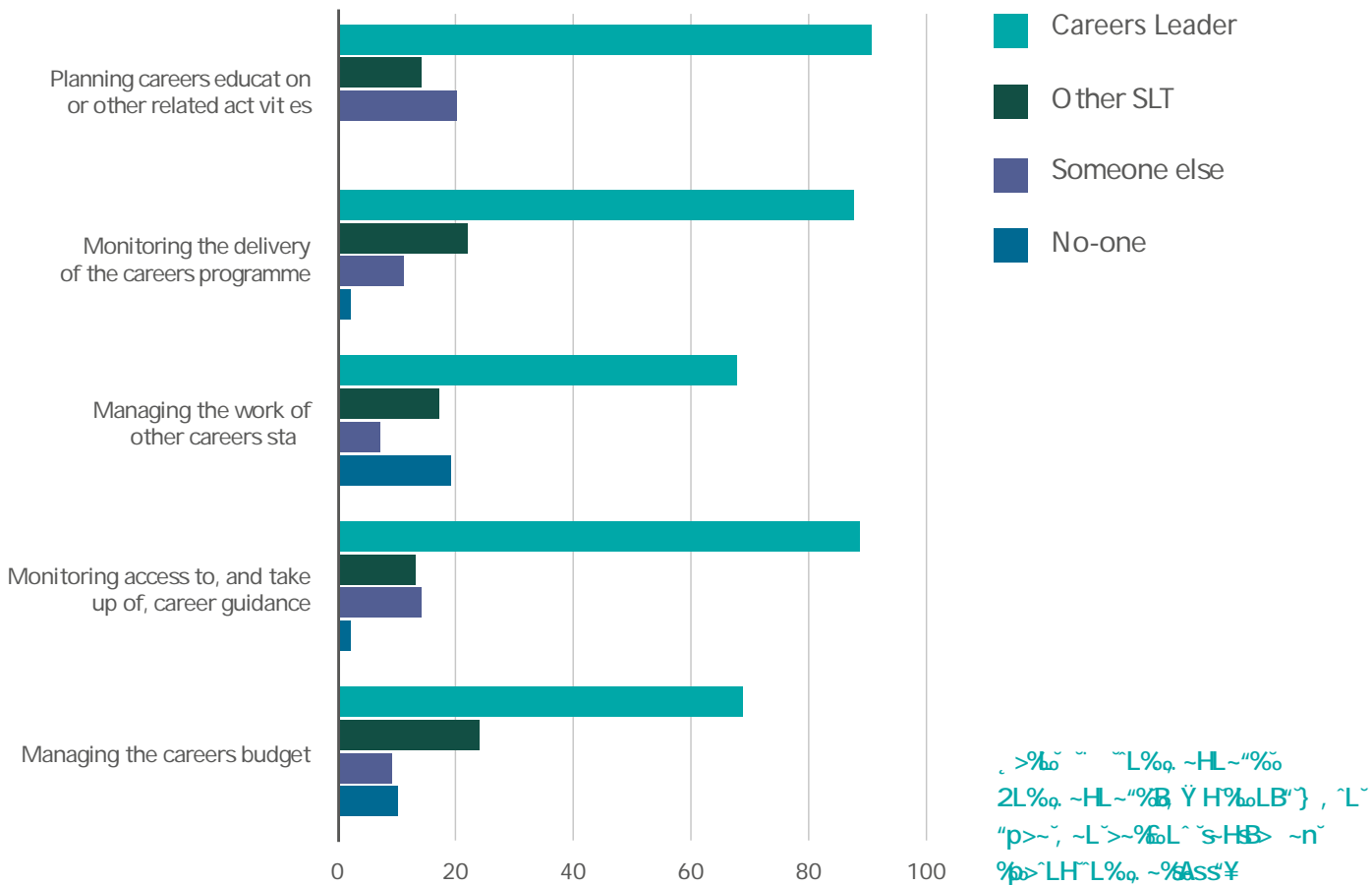


/ L \$L^¥, N^ >^LL^%&L>HL^~">%%%

5pL...>B B> ñYsHL^N^%B, ~H>¥%Bp, , %%#", Y"~N^Y~  
>^L>%pN^L%q, ~%As¥N^~ >^LL^%&L>HL^%o~L>HL^%ps..~  
} >~>nL} L~" B, ^Hs> , ~>~H~L^E, ^ys-n^ A^, yL~  
H, E ~s", ~ ~">%%% "~-~"pL^%&L^¥~ >^LL^%&L>HL^%o  
EL^L~...L%o~LH^E sp^ ~, N^pL^%o~>%%%~HN^L>Bp^  
>%LH", s~Hs>L^E p, s~"pL^%Bp, , HL \$L^%pL} ~  
fl~B^Y^>ns-n¥~"pL} >w^s¥, N^Bp, , %o^L^HL \$L^s-n> ~  
"pL~ >^LL^%&L>HL^~">%%%s~%o} L^B^%o%HL \$L^¥E >%o  
%p>LH^AL^E LL~ ~ >^LL^%&L>HL^%o~H, "pL^%oQ

...>¥>~, L's-}, ~s, ^s-n~pL^HL sL^¥, N^pL^B^LL^%o  
 .., n^>} } L~ ~.L^BL~"~, N^p, , %o, , ~L~  
 } >->nL%pL^E, ^y, N, "pL^B^LL^%oQ^.., %A ¥  
 ALB>Y%o~pL^L^L^L~, %Q^s~ps%o L ~ ~ .L^BL~"  
 , N^p, , %o, , ~L} >->nL%pL^B^LL^%A^YHhL" ~

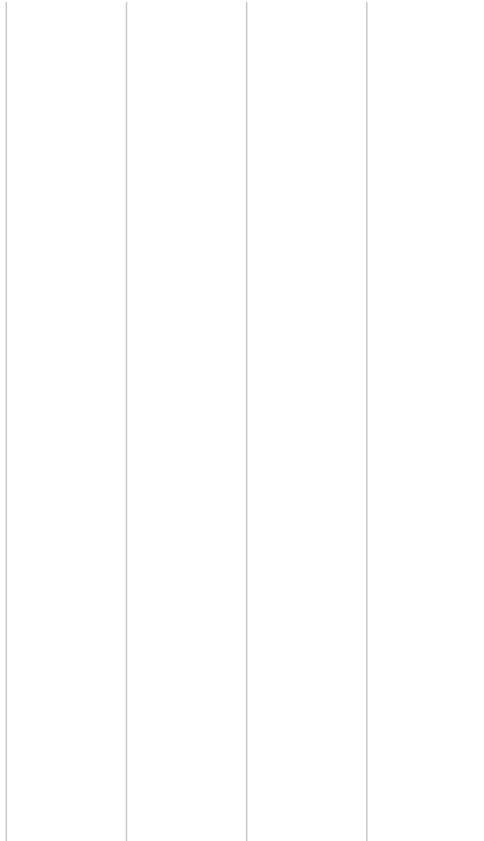
Planning careers education or other related activities





5pLŊŸ“p%đ, N“>%đL>“L%đ ~L“É, ^ys-n~>~H  
^L%đ. ~%đssŸŊ ~“pLŸHL ŸL^ŸŸ%đ>^LH>B, %đ  
%đQ} L} AL^%đ >LL^%đHL^%đL}, %đŸ-Ÿ, ŸLH  
s-1%đA Ÿps-n>~HHLŸ, ..s-n s-y%đŸp^L>~s-n  
.., ŸHL^%đ L} ... , ŸL^%đ ~>~H“pL&f/ ~  
5pLŸ>^L^L>%đŸ-Ÿ, ŸLHŸ~Ln, > ~nÉŸp“pL, B>  
>Ÿ“p, ^ŸŸ, ŸL^%đ... , ^Ŋ ^ŸŸ~L^>ALŸ, Ÿ~n..L, ..L  
\* L“É, ^ys-n~>%đŸp>“ÉL^L^L>%đŸLŸ, ^AL  
HL ŸL^LHŸ~%đ, , %đL^ŸŸHŸ-n>~L“É, ^y, N>Ÿ} ~Ÿ

~, “B>^đH, Ÿ“s~ , N%đ, , %đ%đBŸs-nŸ~Hs-n  
Ŋ ^B>LL^đL>“LH... , WB“%đ~HB } } Ÿ%đ~s-n  
..L%đ>~ŸŸ~BL %đŸL%đ, “B>^đH, Ÿ“s~  
>~H , N%đ, , %đ%đB ŸLŸ É, “psH%đ  
, N“pL%đ, , %đ, “B } } Ÿ%đ~s-n..L%đ>~ŸŸ~BL  
%đŸL%đL^LŸpL^>BpđŸs-n, ^..> >Ÿ>BpđŸs-n  
Ž>“AŸ, L~Bp} >Ÿ , ~..L%đ>~ŸŸ~BL %đnnL%đ-n  
“p>“pLŸ} >Ÿ... , ŸHL“ps%đŸŸÉŸps~“pL%đ, ,



## 5.3 L

### ž, Ě%oL~ÉLLyŇ ~ ~ >^LL^%&L>HL^%o

5pL~nŸš~BL~N^%oB, ~H>~%p, , %%%>LH^p>~ ~ >^LL^%o  
 &L>HL^%o~L~ŸšL>~%A%~ ~ > > , B> , ~, N } L }šHL> ~  
 A, %b~LHA~>H} s~%o> CL~%o... ~"~", B>~%~Ÿ, Ÿ"~pL~  
 ^, Ÿ ~L~>%o~C, CLH~s~%o ~nŸ...>B }s L%o~  
 5pL~ŸL%o, ~, Np, E } ŸBp~ } L~%b~, Ÿnp }És~  
 HL..L~H~, ~>C>~š~%~Ÿ, NN>B', ~%~Bp~>%pL~L~"~  
 ", É pBp~%o%b } %o~L~ÉL L~%oA }pLH~s~%p, , %o  
 "pL~s~C, CL } L~", N%oQ>B', %o~pL~%p, , ~pL~%pL  
 , N~pL~%p, , ~>H~%o, ~ 5pL~%o~CL~%s~CL%on>LH^p, É~  
 } ŸBp~ } L~ ~>^LL^%&L>HL^%o~Ÿ~L~" ~%B } } s~", ~pL~  
 ^, L~>~HL~%.., ^LHÉpL~pL~ } L~%o%oB>LHÉs~p~  
 s~HB>, ~%oN%~BBL%o

5pL~L^ } } L~ÉLLy~p, Ÿ~%o~ ~>^LL^%&L>HL^%o  
 B, ~"~>B~%o>~š~%šHL~%N, } ; , ~L~p, Ÿ~", ~ p, Ÿ~%o  
 ~ ~šML~Ÿ~HL~p>N, N^ >^LL^%&L>HL^%o ~p>CL~>  
 H>~%, ^ } , ^L~L~ÉLLy~B ~"~>B~LH', ^> , B>LH", ~pL~  
 ^, L 5ps~%~.L~BL~"~p>CL~, ~L~, ^~É, p, Ÿ~%oL~ÉLLy~  
 >~H~ ..L~BL~"~p>CL~AL~ÉLL~"~p~LL~>~H~%o~L~p, Ÿ~%o  
 ..L~ÉLLy 5pL } L>~>CL~>nL~B, ~"~>B~LH', ^> , B>LH'  
 p, Ÿ~%o%o

"~L~L~%o~n~%~pL~L~%o"~>n~L>"HL>, NHQL~L~BL~  
 AL~ÉLL~"pL~~Ÿ} AL~, Np, Ÿ~%oB, ~"~>B~LH~>~H~pL~  
 ~Ÿ} AL~, Np, Ÿ~%o~p>~ ~ >^LL^%&L>HL^%o~d... ~"~>B~Ÿ> ~  
 %d~Hs~n~.., %oA ~%ALB>Ÿ%o~pL~HL } >~H~%oN^ >^LL^%o  
 &L>HL^%o "pL~", L%o~ s'É p>"~pL~%B>~ns~CL~  
 , ~>CL~>nL~ ~ >^LL^%&L>HL^%o~d~H~É, p, Ÿ~%o  
 >ÉLLy, CL~>~H~>A, CL~É p>"~%o~"pL~s~B, ~"~>B~"  
 } L>~>CL~>nL, N p, Ÿ~%o

~ , } ..>~s~n~pL~%oT~Hs~n~%o, ~>~> , ~> %o~CL~%~N  
 B>^LL^%B, ^Hs>, ~%p>"~", y~...>BL~L~%L>~%on, ~  
 "pL~L~p>%ALL~>~s~B~L>%o~s~"pL~ } L~HLH>~LH", ~  
 B>^LL^%B, ^Hs> , ~s~%p, , %o) B^ , ~L~"~> ~  
 "~ ~ B>^LL^%B, ^Hs>, ^%o~d~", ~>CL~>nL~  
 p, Ÿ~%oL~ÉLLy, ~B>^LL^~nŸš~BL~>~H~s~ ~ >^LL^~  
 &L>HL^%o~L~%d~Hs~n> } , %H, ŸAL>"~ p, Ÿ~%o  
 ^Lj LB ~n~pL~s~B~L>%oH~..s~s~%o, ~>~HLQ, ^"~%p, , %o  
 >L~B } } s ~n", B>^LL^~nŸš~BL~N^~pL~s~%ŸHL~"~%o

f snŸL~ ž, Ÿ%đ ^~ >^LL^%&L>HL^%&~L^} ~ } L

7 ~fLsnp“LHA>%đ ~

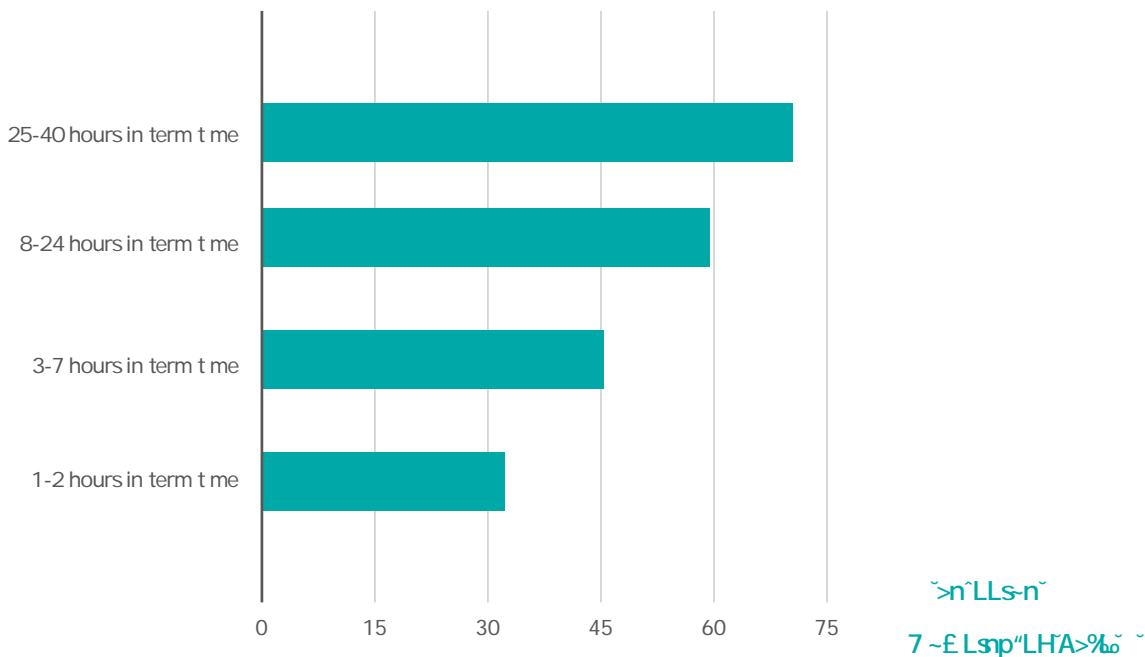
### /L^BLsLH^>By, N } L

/L%L^pL^s-BL>%s~pL^>, Y~", N } L^nsL~", ~ B>LL^~nYs^>-BL, CL^~pL^..>%L~%L>^%o E p>"p>%o ~, "Bp>-nLH^%pL^..L^BL... , ~"p>"pL^ } L^>C>s>A L^ %s-%q] B^~" ~"pL^BY^L~" %L^%CL^% ~ .L^BL~", N ^>LL^%L>HL^%ps-y^p>" } L^%A>^~L^", HL sL^s-n^ "pL^, L^LQLB CL^%>~H^ } L^%o, H, Y^>%pL^ } , %o s^ .. ^>"A>^~L^> } , ~n^, "pL^%o

5pL^ >LL^%L>HL^%L p, E L^L^>... s~LH^ALN^ L^ "pL^ >B>HL } s^%L>^E L^L^>%LH^>A, Y^~pL^ Bp>-nL^s~E, ^y, >H^%BL^pL^ >LL^%L^>"Ln^>~H^ Y~HL^%L>H>A %nsL~"pL^L~L^LHN^BY^%o~B>LL^~ nYs^>-BL ~ .L^BL~"~>n^LL^p>"pL^s^E, ^y, >H^L > ~n^ ", B>LL^%p>H^s-BL>%LH, CL^~p^%o } L^/L^BLsLs-n^>~ s-BL>%s~E, ^y, >HE>%o, "L>"LH", %s~s^s^~", ~ "pL^B ~"~>B^LH^~Y} AL^, Np, Y^%o

"~"L^L^%o~n^%pL^ >LL^%L>HL^%L p, .L^BLsLH^ >~s-BL>%s~E, ^y, >H^%BL^pL^ >LL^%L^>"Ln^% E L^L^>%o%o %oB> %s~s~B>~" %} , ^L^s^L^% " , ^n^LL^p>"B>LL^%o, C^%o~p>H^s^ .., CLH^ s~pL^s^%o, , "s^%o, %L^p>"pL^s-BL>%LH^ E, ^y, >H^L >"LH", B>LL^%L>%oBB } ..>~LH^A^> >~L^..>%o~s~ >LL^%L>HL^B ~"~>B^LH^p, Y^%o , ^>H} s~%o> CL^%L^.., ^" , ^>~LH^YB , ~s~E, ^y^ >%oB>"LH^E s^p, "pL^L^L } L~"oN^pL^s^, L^

### f snY^L^ ~"B>~H, ^>n, , H^wA^s~pL^ } L^> , B>"LH", ~pL^, L





## ~ >%ō3"ÿH¥

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/>^y%ρ ~Lž ^>} } >~3Bp, , ~  
/ , , L / , ^%ō"

/>^y%ρ ~Lž ^>} } >~3Bp, , ~%ō%ōLB ϕL ~ ~>B>HL} ¥E s'p>...^, ρ§ >"L ¥ ~ns %ō ~~,  
\$ÿ s: sys-%ō~%ōž L>H, N' >^LL^%ō~Hfi} ..., ¥>Ass¥ ~\$ÿ s>f>%ōs > ¥>..., s-"LH", "pL", L~  
, NB>^LL^%B, ^Hs->, ^s~/ LBL} AL~ ~p>ϕs-n...Lϕs ÿ%¥ALL~>..., sBL, ] BL^N ~ ~¥L>%ō  
>~H"pL~>} L~, ^s~>HQL^L~"~%ōp, , N ~ ~}, ~"p%ōpLž L>H"LBpL^B } } L~"LH"p>"  
\$ÿ s>E >%ōLB'LHN ^~"pL~wA^ALB>ÿ%ō, NpL^..>%ō ~ ^B } } s} L~">~HL~"pÿ%ō%ō N ^~"pL~



2LB n~%n~pLš } .., ^">BL, N^>s-s-n~ >^LL^%o  
&L>HL^%e~H~pL^%BBL%oN.., n^> } L%%%Bp>%BL>Bp~  
† s%o%o fl&/ ~pLŽ, CL^~} L~"B } } s^MLH^N~Hs-n^N~  
"pL^HLCL, ..} L~", N~LÉ ~"~>s-s-n^.., n^> } L%e~H~  
Aÿ^%ođ%N^%Bp, , %e~HB Lnl%o B CL~"pL^B %%%o  
, N^ >^LL^%&L>HL^%o>ys-n^..>^s~"pL~"~>s-s-n / Y^s-n  
"pL~ ^>B>HL} sB^L>^5pL~ >^LL^%o fl~"L...%o  
~, } ..>~%p>CLÉ, ^LH^É s^p~ ^"~>s-s-n^.., CL^%o ~  
B, ^Hs->"L>~HHL sCL^~>~>nL, N>BB^LHs^LH^>~H~, ~  
>BB^LHs^LH^B, Y^%o%o~

5pL^%o^CL^%HL}, ~%o>"L%e^psp~LCL~, NL~n>nL} L~"  
in training ^>}, ~n~ >^LL^%&L>HL^%o^H^s-n~pL^T^%o  
%o}, ~"p%oNHL sCL^%É s^p, CL^p>NLs^pL^Bÿ^L~" %

">ys-n^..>^" ; ^p>CLs-n^B } ..L^LH^"~>s-s-n, ~  
>B>^LL^%d>HL^~†Y>stB>, ~ 5p%Bÿ^L~", ~  
B } ..L^LH^"~>s-s-n^%o^LH, } s->~" %p^, Ynp, ~L, N  
The Careers & Enterprise Company funded training  
.., CL^HL^%o^BL}, %o Ns~ ^p>%o>yL~...>BL^%o^BL~  
3L...L} AL^~ ), %o N^pL~"~>s-s-n^B>^dH, Y^A%  
"pL~ >^LL^%&L>HL^%o^CL^LH^É >%o^BB^LHs^LH^

## 5^>s-s-n~>H~>BpđŁs-n~pL Ž >“%AŸ ċ L~Bp} >^y%o

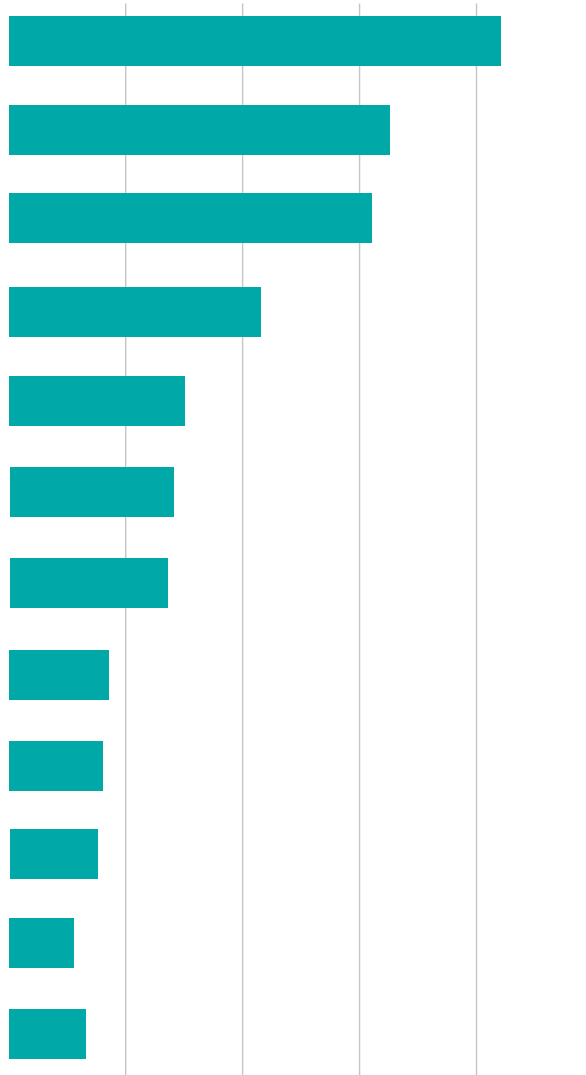
5pL^L^E >%ŁŁŁ~BL^N, } ~pL^%ŁŁŁ~>H^s-yLH^  
Compass data that the training of Careers Leaders is  
>%ŁŁŁ>LH^E s^p^š ...Ł, ŁLH^B>^LL^~n^ŸŁŁ~BL^s~%ŁŁ, , %ŁŁ  
3Bp, , %ŁŁ pL^L^~pL^~ >^LL^%ŁŁ>HL^E >%ŁŁ>s-LH^s~  
B>^LL^%ŁŁ>HL^%ŁŁ...ŁŁŁ, ~ ~>BpđŁŁ}, ^L^  
, N^pL^Ž >“%AŸ ċ L~Bp} >^y%o~>ŁŁ^>nL^B } ..>^LH^“, ~  
%ŁŁ, , %ŁŁ s^p, Ÿ“>~“>s-LH^~ >^LL^%ŁŁ>HL^~3Bp, , %ŁŁ s^p~  
>~“>s-LH^~ >^LL^%ŁŁ>HL^~L^.., ^LH^>~>ŁŁ^>nL^, N  
ċ L~Bp} >^y%ŁŁ } ..>^LH^“, ~ ċ L~Bp} >^y%ŁŁ^~“p, %ŁŁ  
E s^p, Ÿ“~

5pL^L^E L^L^~p^LL^..> BŸ >^Ž >“%AŸ ċ L~Bp} >^y%o  
E pL^L^~pL^L^E >%ŁŁ~%ŁŁ %ŁŁB> Ÿ%ŁŁ~ŁŁB>~“L > , ~%ŁŁ..  
AL^E LL^~“>s-s-n~>H^, } ..>%ŁŁB^L^%ŁŁ~H^s~“pL^%ŁŁ  
B>%ŁŁ%ŁŁ, %ŁŁ s^p~“>s-LH^~ >^LL^%ŁŁ>HL^%ŁŁ^LH^  
, ^L^psrp Ÿ, ~, } ..>%ŁŁp>~%ŁŁ, , %ŁŁ s^p, Ÿ“

- ċ L~Bp} >^y~ ~&Ł>~s-n^N, } B>^LL^~>H^>A, Ÿ~  
} >^yL^~s-N^} >“s~ ~ ~ ..L^BL^~“, N%ŁŁ, , %ŁŁ~H^  
B LnL%ŁŁ s^p>†Ÿ>ŁŁH^~ >^LL^%ŁŁ>HL^~>BpđŁŁH^  
“pL^ ċ L~Bp} >^y^B } ..>^LH^“, ~ ..L^BL^~“, N, “pL^%o
- ċ L~Bp} >^y~ ~fl~B, Ÿ~“L^%ŁŁ s^pL} .., ŸL^%ŁŁ~H^  
L} .., ŸL%ŁŁ~ ~ ..L^BL^~“>BpđŁŁH^“pL^ ċ L~Bp} >^y~  
B } ..>^LH^“, ~ ..L^BL^~“
- ċ L~Bp} >^y~ ~/L^%o-> n^ŸŁŁ~BL^~ ~ ..L^BL^~“  
>BpđŁŁH^“pL^ ċ L~Bp} >^y^B } ..>^LH^“, ~ ..L^BL^~“

5pL^%ŁŁT~H^s-n%o, s~““, ~“pL^ŁŁ>ŸL^, N^“>s-s-n~>H^“pL^~

1. 2023年1-6月，全国规模以上工业企业利润总额同比增长1.2%。



2. 2023年1-6月，全国规模以上工业企业营业收入同比增长1.5%。

3. 2023年1-6月，全国规模以上工业企业主营业务收入同比增长1.5%。其中，制造业营业收入同比增长1.5%，服务业营业收入同比增长1.5%。制造业营业收入占规模以上工业企业营业收入的比重为85.2%，服务业营业收入占14.8%。

# Reflections and next steps

## : p>"£Lp>CL~L>^~LH

3YA%æ~ >~., n^L%æp>%ALL~} >HL^A¥%æp, , %æ~L} ALHHS-n~pL~, L, N~pL~  
~>LL^%æL>HL^s~%æB, ~H>¥%æp, , %æpL^L^S%æC&H~BL, N} , } L~"Y} ~>HL>^ ¥  
%æa~%æN} ..>B'

- Ž L>H^L>BpL^%æp>CL~L} A^>BLH~"pL~ >^LL^%æ  
3~">Ln¥>~H~ >^LL^%æL>HL^~, L^s~s~%æ%æ%æL>~  
, N} ...L} L~">~s ~ Ž L>H^L>BpL^%æp>CL~L} >HL~LE~  
>...., s~"} L~"%æ~L>^ ¥p>N, N^ >^LL^%æL>HL^%æ  
£L^L>...., s~"LH^s~ ~>~H^p>CL~%æ...., ^"LH^  
~>^LL^%æL>HL^%æ, ~">~s~ ~p>CL~B} } ..L^"LH^, ~  
>^L~">ys~n~..>~" ~ >^LL^%æL>HL^%æ^L~>~&H~"s~A~L~  
£, ^yN^BL
- ~ >^LL^~nY}t>~BL^S%æALB } s~n^L} ALHHLH^E^sps~"pL~  
%æ>Ln¥, N^æp, , %æ ~.L^BL~", N^ >^LL^%æL>HL^%æ  
^L... ^"s~B^L>%æH^...s ^s~%æ%æs ~N^ ^B>^LL^~nY}t>~BL~  
£^sps~%æ~s ~L>HL^%æps..^L>} %æ~H^ ~.L^BL~">^L~  
^L... ^"s~n, ~B>^LL^~nY}t>~BL~, %æ~s ~L>HL^%æps..  
"L>} %æ~L>%æ, ~BL>^"L^} ~
- 5pL~LE^E, ^yN^BL^S%ææp ¥L~n>nLH^>~H~ >^LL^%æ  
&L>HL^%æALL ~pL¥>^L^} >ys~n>^HNL^L~BL ~ ..L^BL~"  
>n^LL~"p>~"pL¥>^L^p>C&s~n>... %æC&L^S} ..>B", ~"pL~  
LH^YB>^s ~>~H>B>^LL^, Y^B } L%æN¥, Y~n~.L, ..L~  
~.L^BL~"~"ps~y~"p>~"B>^LL^~nY}t>~BL^p>%æ} ... CLH^  
%æBL~"pL~ >^LL^%æ3~">Ln¥>~H~ ..L^BL~">^L... %æC&L~  
>A, Y~"pL^N^Y^L, NB>^LL^~nY}t>~BL^s~"pL^S^æp, ,

- The time spent by Careers Leaders is double the  
"ğ L~L... ^"LH^A¥^B>^LL^%æB, ^Hs>, ^%æL~¥L>%æn,  
~ >^LL^%æL>HL^%æ^L^%æL~Hs~n>~>CL^>nL, N  
p, Y^%æ^E LLY^B } ..>^LH", ~ ^p, Y^%æ~
- 5pL Ž >^%æL~Bp} >^y%æ^L~>n>} L^Bp>~nL~>~H^  
psnp ¥C>Y^LH~ ..L^BL~", N^ >^LL^%æL>HL^%æps~y~  
"p>~"pL~ L~Bp} >^y%æp>CL^pL..LH", }ğ ... CL~  
B>^LL^~nY}t>~BL~ ..L^BL~", N^pL~ >^LL^%æL>HL^%æ  
%æ^CL^LH^p>H^Y^%æH^"pL~, } ..>%æ, ^E pBp>%æ%æ%æ%æ  
..L^N^ } >~BL~>n>s~%æ~pL~ L~Bp} >^y%æ~H^N>n%æ^L>%æ  
N^HL^CL, ..} L~"
- : pL^L~ >^LL^%æL>HL^%æ^L~, ..L^>~s~n>%æ~L~HLH~  
"pL^æp, , ~Bps^CL^%æ, ^L~ L~Bp} >^y%ææBp, , %æ^s~p~  
N^ "ğ L^L^Y}t>L~"p, Y^%æN^ ~ >^LL^%æL>HL^%æ~H^  
>H} s~S%æ>, ^%æB } As~LH^>%æ...., %æH", } s~ğ >~  
B>..>B^s¥, N>NLE^p, Y^%æ^E LLY^>Bps^CL^>, Y~H, ~L~  
L^"~>AL~Bp} >^y, ~>CL^>nL^5pL^æp, , %æN^>s~LH^  
>~H^Y}t>^LH^ >^LL^%æL>HL^%æB^LH}, ^L^psnp ¥, ~  
"p^LL~, N^pL~ L~Bp} >^y%æ

: L>^L%e^ ~n", nL">BL>~.B^Y^L, N^pL^Bp> L~nL%ABs~n^pL~LE ~>^LL^%o  
&L>HL^%a~HfE p>"~LLH%o ^AL B ~%bL^LH", L~%L^p%o L B>~Y~sL^%o ¥L~>AL~  
L^BL L~BL s~B^LL^~nYst~BL

- 5§ L>~H%eNN^L%oY^BL>^L~pL^yL¥A>^d^%o ~  
HL sL^s~n^pL~, L^LNLB^sL ¥ ) , ^L~§ L^%ALS~n  
HLHB>"LH", B>^LL^%oCL^> ^AY"p>N, N^>LL^%o  
&L>HL^%bL sL^~pL~, L, ~L%oqo>~>H>¥>fLLy~  
f psp^%e^ § sLH>} , Y~", N^§ L^N^~L>Hs~n^pL~  
>B^s^s^%oLLHLH", } LL^~pL^Z>"%A¥. L~Bp} >^y%o  
>~H> ~pL^...>~L^ps.f, ^ys~n B } } %o~s~n^





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ž >~%~ \$ 9snŸ^%% ) , , ^L \* fīCL^s^M \$ ~ ~ >^y ~& ~ Gatsby careers benchmark north east  
implementat on pilot: interim evaluat on / L^AŸ ~"L^~> , ~> ~ L~"L^Ţ ^Z Ÿš>~BL  
3"ŸHš%ŵ ~sL^%Ÿ, N^ L^AŸ p""... pH p>~HL ~L"

ž , , LŸ 5 : >^M%~ Ž ~ ~ ~H^LE%Ź ~ Teachers and careers: the role of school teachers  
in delivering career and employability learning. / L^AŸ ~"L^~> , ~> ~ L~"L^Ţ ^Z Ÿš>~BL 3"ŸHš%ŵ  
7~sL^%Ÿ, N^ L^AŸ p""... pH p>~HL ~L"

ž , , LŸ 5 / , HH 9 ~ ~3pL..pL^H ~ ~ Developing a new generat on of Careers Leaders: an  
evaluat on of the Teach First Careers and Employability Init at ve. / L^AŸ ~"L^~> , ~> ~ L~"L^Ţ ^Z Ÿš>~BL 3"ŸHš%ŵ  
Ž Ÿš>~BL 3"ŸHš%ŵ ~sL^%Ÿ, N^ L^AŸ p""... pH p>~HL ~L"

) >~ ~ ~ %>pLN.>yHL fī ~2Lps \$ ~ ž ŸHHL%~ ~ / ~ Contemporary transit ons  
young Britons ref ect on life af er secondary school and college. & ~H, ~ fīHYB> , ~>~H  
fī} ... , ŸL^%p""..%o EE E LHŸB>š ~>~HL} ... , ŸL^%o^ n E ...B ~"L~" Ÿ... >H%o  
~ , ~"L} ... ^Ÿ5>~%Ÿs ~%o ..HN

) B^ , ~L 5 ) >%ŵ ž : psL % ~2LLH1 ) , ^ŸŸ) ~ ~H^LE%Ź ~ ~>~L%~ ~ Careers  
co-ordinators in schools. & ~H, ~ / ~ 31 22 p""... HL^>š L>BŸy šHL...s"

\* >" L~3, B> ~2L%ŵBp ~ 31 : ~ Work experience and related act vit es in schools and colleges:  
research report. / fī fl 22 p"" ..%o>%Ÿ%ŸA šps-n%ŸCšBL n, CŸy n, CL^~} L~" Ÿ... >H%ŸŸ%Ÿ} ~  
Ÿ... >H%ŸŸ>Bp} L~" H>" NšL : , ^y LŸ.L^š~BL >~H^L>LH>B"ššš%ŸŸ %Ÿ , , %Ÿ>~H  
B, LnL%ŸHN

5pL ~ >^LL^%o fī~"L^...š%Ÿ , } ..>~Ÿ Ž >%Ÿ p>^s>AL1, Ÿ~H> , ~ Understanding the  
role of the careers leader: a guide for secondary schools. London: 5pL ~ >^LL^%o fī~"L^...š%Ÿ , } ..>~Ÿ  
p"" ..%o EE E B>^LL^%o HL~"L^...š%Ÿ B Ÿy %šL%HLNŸ " NšL%Ÿ... >HLH Ÿ~HL^%Ÿ~Hs-n B>^LL^%Ÿ>HL  
^ , L B>^LL^%Ÿ~"L^...š%Ÿ..HN

# Note on methodology

3>} ..L1HL%a~

---

### 1 ÝL%q ~->SŁHLÇL , ..} L~"

... } s-Y"L†ÝL%q ~->SŁŁÉ>%bL%aa-LH", Lα., Ł  
 "pLHLÇL~">%dB%oN"pL~ >LL^%&L>HL^~, L~ } L~  
 ">%o%aLN } LH "pLS~.., %o, ~Éšps~"pL%o, ,  
 %o-s^s¥", "pL~", L%o>H} s-S%o> ÇL%o...~ " "pLS~  
 .., NL%o~> "A>Byn, Ý-H>~H~.L^BL... , ~%oN%BL%o%o  
 >-HBo> L-nL%oBpL†ÝL%q ~->SŁŁÉ>%bLÇL , ..LH  
 B >A, ^> ÇL ¥A¥"pL%bL^s-nñ, Ý..->HÉšp~LLHA>By  
 N, } B L>nÝL%o-5pL~ >LL^%o fl~"L^..%o, } ..->¥  
 >-H"pLŽ>%A¥~ p>s>AŁł, Ý-H> , ~ "pL/ L..>"} L~"  
 N~flHÝB> , ~ "pLŽ L>H" L>BpL~ HCs%o¥Ž, Ý..->~H  
 , "pL^%dB", ^A, HŁ%oBpL†ÝL%q ~->SŁŁÉ>%oP L~  
 ..s, "LHÉšp>%o> ~Ý} AL~, N~ >LL^%&L>HL^%o-H  
 Ž L>H" L>BpL^%o

### †ŁHE, ^y

5pL~.s, ~->H%oÇL¥TL HE, ^yÉ>%B>^ŁH, Ý"~A¥  
 1 23) >yl"2L%o~Bp >%dB>Š%đH>B> LB , ~  
 >nL-B¥/ ^s ~~, BL, N"pL%oÇL¥É>%o~"~A¥L} >s~  
 HŁB"¥", "pL~ >LL^%&L>HL^ÉpL~"pLS~B ~">B~  
 HL">s%&L~>Ç>s>AL >-H~s~, "pL^B>%o%o, "pL%o, ,  
 >H} s-S%o> , ~L} >s>HHL%o%&šp>~L†ÝL%o, N^É>H~  
 5pLŁ} >s~.., ÇŁHL%o, , %o~H~ >LL^%&L>HL^%&šp  
 "pL, ....., ^Ý~š¥", ~, .., Ý", N"pL~L%o~Bp, ^~, .., ÇŁHL  
 "pLS~B ~">B"HL">s%o

5pL TL HE, ^y", , y...>BL, ÇL^>TÇLÉLLy..Lš H  
 AL^ÉLL~ "p) >Bp>~H "p~ ..:s~ } , ~"pL  
 T^%đN^"~šp" "pL%oÇL¥É>%oÇ>s>AL, ~¥>%o~  
 ÉLA%oÇL¥~>~H"pL~%o...L} L~"LHÉšp~pL, ... , ~  
 , B} ..L"L^A¥~L L.p, ~L 5pL} >wš¥, N~ >LL^%o  
 &L>HL^%o B} ..L"HL"pL%oÇL¥, ~sL~  
 ..L^BL~"B} ..L"LHA¥~L L.p, ~L>~H~ ..L^BL~"  
 Ý%đH>B} As> , ~, NA, "p} , HL%o

### 2L%q ~%o>-HÉLšp ~n

5pL%oÇL¥>BpŁÇLH>~L%q ~%o~>"L, N~ ..L^BL~"  
 >~H~ "Bp, , %o2L%q ~%o%&L~L^ÉLšp"LHA¥~ , ~  
 ~L%q ~%o~s~L>Bp, N"pL~ "%%An, Ý..%Ý%đHs~"pL~  
 %o> TLH%ođ ..s-n", AL~L..L%o~"> ÇL, N"pL, ÇL^>  
 %ođ ..s-nN>} L^A¥~Lns ~"¥.L, N"o, , ~>~H%oP L, N  
 %o, ,  
 ..L^BL~", N"pL, ^šs>~%ođ ..s-nN>} L^B ÝH~, "  
 AL~L..L%o~"LHÝ%o~n"pL%oÇL¥~L%o"~%o%o , N"pL~  
 %o> L%o%&An, Ý..%đH~, "p>ÇL>~¥~L%q ~HL~%o  
 "pL%oÉL^L} , %o¥%&An, Ý..%&šp>~ 7~y~, É~ %oP L  
 B>Ln, ^¥, ^>~ , "pL~"¥.L%o~¥.L, N"o, , B>Ln, ^¥

, .. s~%oÇL¥%o šp"AL Lα.LB"HL", ~LBLÇL~>špL~  
 ~L%q ~%o~>LN, } } L} AL^%oN"pL~>nL~"~..Ý> , ~  
 } , ~L~s~"L~L%o~Hs~"pL", ..šÉÉšp} šp"Ç>š Ý%o~  
 AL^L~L..L%o~"p, %oÉp, >~L~L~n>nLH>~H~.., %oÇL  
 >A, Ý"~pLS~É, ^y, ~"p>" , ..š, ^AL^L~L..L%o~"  
 "p, %o>L^B's B>~>~H~Ln> ÇL>A, Ý"~"pL", ..š  
 5p, %oÉšp>~LÝ"> H%o~"L~L%o~>~", ..š} >¥  
 ALp>HL%o, L~n>nL~s~>%oÇL¥~

: L^B>~>%o%o, %oALÝ~LÇL~L%o~L%q ~%o~>"L  
 A¥B} ..>~s-n~L%q ~HL~"~%o~H~, ~L%q ~HL~%o  
 Ý~ÉLšp"LH>~"> Éšp~L%dB", ..L^N } >~BL^A>%đH  
 , ~"pL%o, , %o>~"~A¥~ L~Bp} >y%o~^L~Ç>~pLS~} , %o  
 ^BL~"~ , } ..>%oB} ..L , ~>%oNL~H) >^Bp  
 >~H~LÇL, NL~n>nL} L~"Éšp5pL~ >LL^%o fl~"L^..%o  
 ~ , } ..->~A>%đH, ~B} ..L , ~, N"pL~ , } ..>%o%oÇL¥  
 >~H~..> Bs.> , ~s~"pL fl~"L^..%o HCs%o~\* L"É, ^y>%o  
 , N) >^Bp 5pL~L%o"~%o~L^B>..ÝLHs~"pL">AL, ~  
 "pL~Lα"~..>nL







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~ L^yL~fL Z^LL~

^ L^yL~fL ^

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