



Delivering Careers By Design

The Career Services Operating Model and Collaborative

October 2022





Introduction from Chair

It gives me great pleasure to introduce this update on the progress of the Career Review.

Launched earlier this year, our recommendations represent an ambitious redesign of the career ecosystem.

The months since the review published have been turbulent, bringing our recommendations into sharp focus.

The cost of living crisis and the prospect of a significant economic downturn have impacted us all and this worrying trend looks set to continue in the medium term.

The policy landscape has also changed significantly, with the publication of the National Strategy for Economic Transformation, the Resource Spending Review and further detail on the shape of education reform.

Recently, Scottish Government has also announced a review of the skills landscape, with a particular focus on the remit and functions of Skills Development Scotland, the national skills agency.

I am pleased to have been assured by the Minister that this review will not duplicate our work or our ongoing activity to take forward our agreed next steps, and will complement the significant

evidence, insight and engagement that has gone into our recommendations. I look forward to the outcome of this review supporting our vision for the future of Scotland's career services.

All of these external developments bring into sharp focus the need for us to ensure that our public investment in career services is maximised, and that the recommendations of the review are delivered.

On that basis the Career Review Programme Board has been focused on taking forward the next steps agreed with Scottish Government Ministers.

This document marks an important milestone for the career review, as we honour our commitments to develop the Target Operating Model and share further details around the careers coalition, now formally named the Career Services Collaborative.

These two steps will fundamentally shape how Scotland's career services support our people in the future.

They provide a roadmap to ensuring that the support available to our citizens is more cohesive, impactful and better supports them to develop the skills they need for a rapidly changing world.



As we outline later in this document, the next step is to work with stakeholders across the career ecosystem to co-design the future career services which deliver against this operating model.

This process will continue the collaborative spirit in which the review has been undertaken, seeking to drive real change by engaging practitioners and service users to design the career services of the future.

This will deliver a set of service blueprints that will be submitted to Scottish Government Ministers alongside plans to continue the implementation of our recommendations.

In closing I would like to reiterate my thanks to the independent Career Review Programme Board members for their ongoing support, constructive challenge and energetic engagement in this work.

Together, we are on a mission to drive real change for Scotland's citizens and I look forward to this final phase of work to deliver our vision.

Grahame Smith
Chair, Career Review Programme Board



Background

After an intensive period of consultation, co-design and evidence gathering, in February 2022 the Career Review Programme Board published Careers By Design. This report outlined an ambitious redesign of the career system in Scotland, with ten recommendations designed to ensure career services equip young people with the skills to thrive in a rapidly changing world of work.

The report, subsequently approved by Scottish Government Ministers, outlined a series of 'next steps' in order to implement change.

These included:

- **co-designing an overarching Target Operating Model, setting out a refreshed vision, operating principles and expected user outcomes for career services.**
- **recommending the remit, functions and composition of a Career Services Coalition, which ensures implementation of the review recommendations and the coherence of career services across Scotland**

This document describes the Operating Model approved by the Career Review Programme Board which will be used to inform the delivery and ongoing development of Scotland's future all age career services.

It also describes the proposed role, remit and composition of the coalition, now formally called the Career Services Collaborative.



The Career Services Operating Model

What is the operating model?

Put simply, the operating model is a high-level overview of how services should be organised to deliver on the career review recommendations.

It outlines a **vision** for Scotland's career services and describes how that vision can be delivered.

It expresses a set of **outcomes** that the system needs to deliver and describes a set of **principles** that future services can be built upon and to which they must align.

It is important to note that the operating model doesn't try to describe the individual services which different customer groups will access.

Why do we need the operating model?

The purpose of the operating model is to help translate Careers By Design into operational services.

Careers By Design highlights a range of themes which require a systemic and integrated response across multiple providers of career services. These include:

- **Fragmented and complex delivery landscape**
- **Limited oversight of the system**
- **Not everyone has equal access to service**
- **Services are largely measured on activity not outcomes**
- **A need to maximise resource to meet demand for services**
- **Career education is not systemically embedded into curricula**

By defining a common vision, shared outcomes and a consistent set of service delivery principles, we can ensure that the career services of the future start to address these issues, ensuring that career support is 'structurally unavoidable'.



In doing so we can maximise the contribution of career services towards:

- **The National Strategy for Economic Transformation and its central pillars of a skilled workforce and creating a fairer more equal society**
- **The Child Poverty Action Plan and its powerful ambition to strengthen Scotland's offer to children and young people, with a focus on learning and post-school transitions**
- **The Resource Spending Review, which highlights the importance of driving reform across public services, policies and programmes, in order that resources are targeted effectively to deliver the best outcomes for Scotland, with a particular focus on equality, the climate emergency, addressing poverty and customer focused-services**

How will it be used?

The operating model will be used to shape the development of Scotland's future career services:

- **to unite the system behind a common vision**
- **to build consistency and connectivity through co-design**
- **to empower our changemaker communities**
- **to bring definition to the remit of the Career Services Collaborative**
- **to provide a framework for measurement, evaluation & improvement**

Initially the operating model will be used to co-design how services across the ecosystem will be changed in response to the review recommendations.

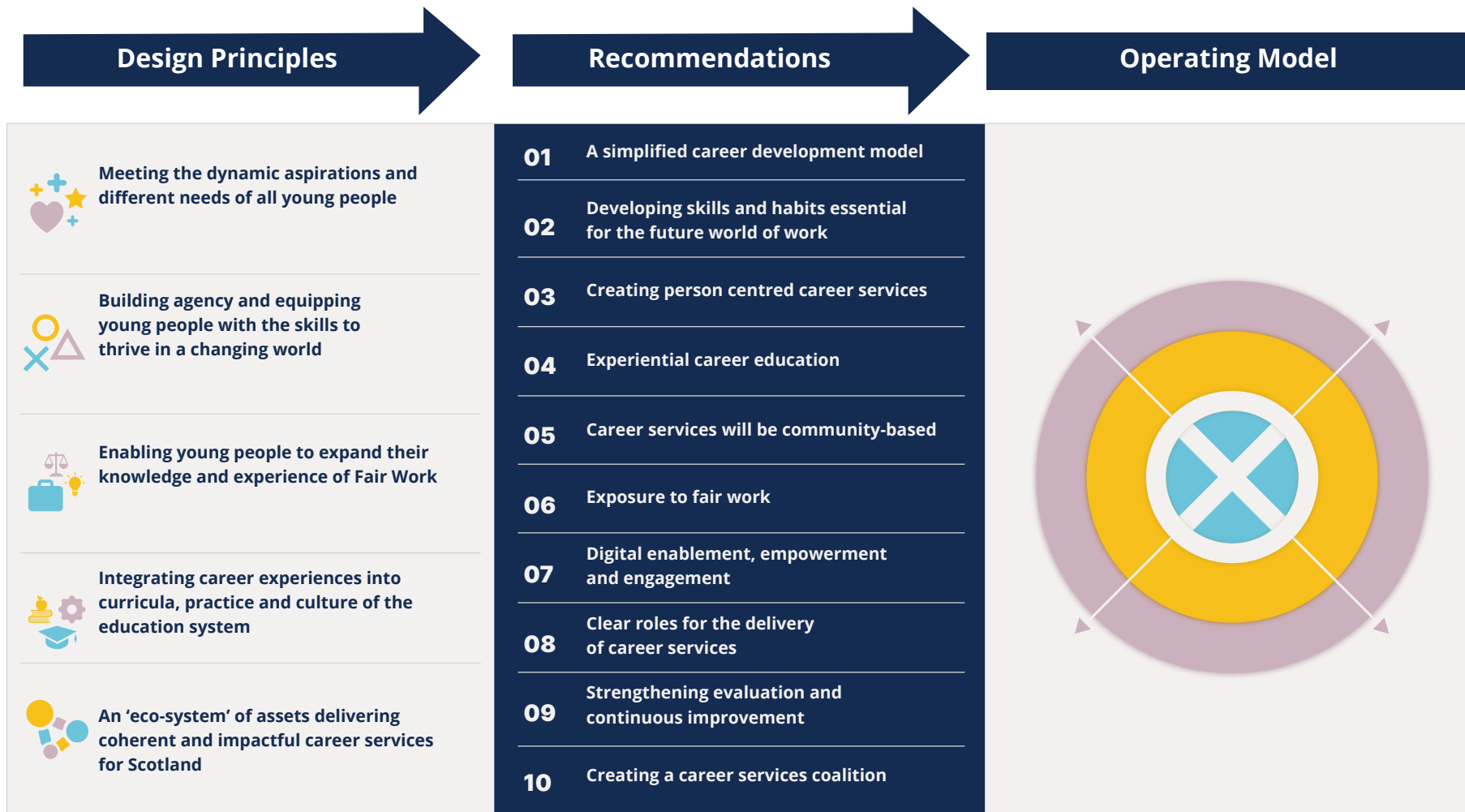
The Career Services Collaborative will ensure services across the eco-system continue to deliver on the operating model through the ongoing collaborative approach to monitoring, evaluation and impact of services

The Career Services Collaborative will also regularly review the operating model in light of evidence.

How has it been developed?

The operating model builds on the comprehensive insight, evidence and co-design undertaken through the review. It directly responds to the design principles and recommendations,

co-designed with stakeholders, practitioners and those with lived experience of services.



The new operating model for Career Services

Vision:

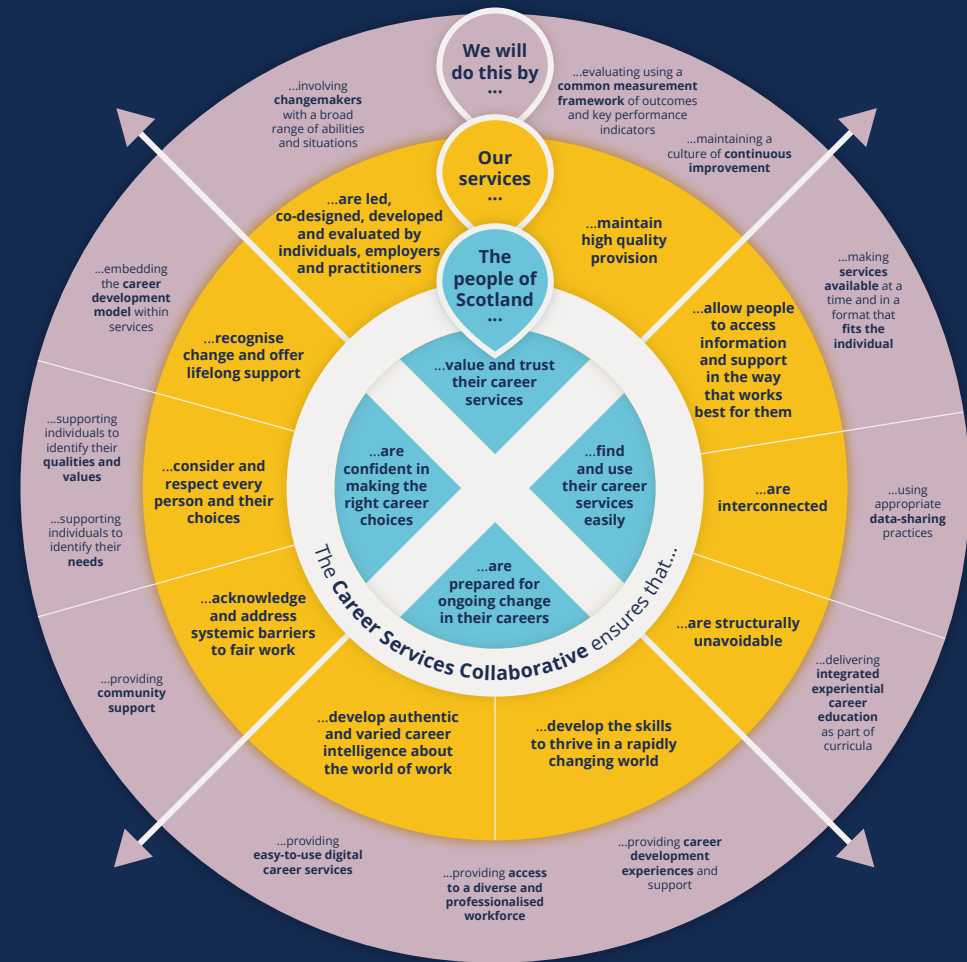
Why: people in Scotland have skills and experiences that allow them to grow and succeed in a rapidly changing world

How: working together to make services better

Values:

Fair, empowering, person-centred, trustworthy and collaborative

The model:



Key

- This layer represents four outcomes that we expect career services to deliver for the people of Scotland.
- This layer describes the principles upon which all career services will be designed
- This layer describes the actions that will be taken to deliver against the principles and outcomes



Delivering the model: the Career Services Collaborative

What is the Career Services Collaborative?

The Career Services Collaborative is the mechanism for leading the change, innovation and improvement required to deliver the operating model.

It will be jointly led by **service providers** and **service users**.

Why do we need the Career Services Collaborative?

Launched in 2020, Scotland's Career Strategy outlined the Scottish Government's commitment to establishing a **"leadership pan-sectoral body, focused on strengthening and improving all-age CIAG provision across Scotland"**.

This intent was endorsed by the findings of the Career Review, specifically recommendation 10 which stated:

"A coalition should be established that ensures the implementation of the review's recommendations and the coherence of career services across Scotland, where young people, practitioners, employers and stakeholders are represented."

The review highlighted significant evidence around the need for this coalition, including:

- **International best practice highlights the importance of aligning and integrating career strategy and services to other policy areas and public services.**
- **Career services are currently referenced in 24 separate Scottish or UK Government policies and/or strategies with no overarching approach to managing these.**
- **A lack of clarity on funding streams and high diversity in localised activities creates a challenge for devising effective forms of national collaboration and effective implementation.**
- **There is limited evidence of effective coordination systems at a national level. The overall system is little more than the sum of its parts**
- **Local authorities play a key role in planning, coordinating and delivering employability activities via Community Planning Partnerships which are linked to Local Outcome Improvement plans and include Local Employability Partnerships.**



The proposed outcome of this recommendation focused on:

“ensuring that individuals have a say in how services are developed and delivered, in a way that benefits them”.

The review also highlighted the equality impact:

“ensuring that equality, diversity and inclusion are at the forefront of career services, informed and represented by individuals with lived experience of all protected characteristics, key organisations and inclusive, fair work employers and trade unions”.



The purpose of the Career Services Collaborative

The fundamental purpose of the collaborative is to ensure career services are designed and available to all through actively addressing disadvantage based on a shared understanding of the reasons for persistent and pervasive inequality

It will do this by ensuring **strong and integrated co-leadership for the change, improvement and innovation that is required to deliver the Career Services Operating Model.**

It will deliver career services available to all, ensuring:

Services are shaped by the people they're for with service-users, including those with lived experience of equality factors, driving enhancements that lead to improved outcomes.

Data, evidence and insight are used to enhance services, delivering value for money through shared accountability and improve the integrated experience of the individual through and across services within the ecosystem

Policies are more joined up by providing a mechanism for the Scottish Government and other policy makers to consult and engage with career services

There is meaningful engagement with stakeholders and communities, including employers, unions and practitioners



What are its functions?

The Career Services Collaborative will have three core functions:

User co-leadership: providing career intelligence, ensuring sustainable impact, and co-design of services:

- To co-design with individuals and deliver career intelligence relevant to users and practitioners and drawing on the wide range of data, intelligence and evidence from across the ecosystem to reduce duplication and improve accessibility
- To develop and monitor a set of added value measures for the ecosystem that demonstrate access to entitlements, skill development and longitudinal outcomes
- To undertake impact analysis that develops a deep understanding of long term and systemic issues relating to particular cohorts that informs change, innovation or improvement action
- To identify and facilitate opportunities for collaborative codesign of services to ensure they are future proof, led by individuals with lived experience

Change management: delivery of the implementation plan, leading and managing change, influencing and delivering policy

- To lead, own, facilitate and manage the change and improvements defined by, and with, respective sectors through ongoing development of changemakers
- To actively create alignment and integration, remove barriers to progress and manage risks and escalations in line with their own governance protocols
- To implement, monitor and deliver the agreed implementation plan to achieve timescales, milestones and outcomes
- To adapt, change and agree plans in line with evidence of impact or wider changes to policy and context ensuring it continues to be future focused
- To provide a central point of engagement for the careers ecosystem for policy development, integration and influence at a Scottish, national and international level



Service enhancement: future proofing, identification and adoption of best practice

- **To ensure the ecosystem is focused on the changing context in which we are operating and its implications for services to adapt, improve, innovate, change**
- **To commission evidence and insights that ensure the ecosystem continuously understands the attitudes, motivations and behaviours of citizens in relation to accessing career services through different channels**
- **To maintain awareness and take learning from international and national best practice in policy and delivery terms, including opportunities for collaboration**
- **To identify, promote and share best practice in Scotland and the conditions in which it has been achieved to drive further improvement through changemaker communities**
- **To define, and where appropriate deliver, a rolling programme of professional development related to the Career Development Model for the range of roles within the careers ecosystem, including qualifications on the professional pathway and minimum expectations for CPD**
- **To connect national, local and community services through shared learning, communities of practice and, where appropriate, formal agreements for service integration**



How will the collaborative engage service users?

In partnership with YouthLink, the Career Review Programme Board has commissioned insight with both young people and adults to gather views on how service users can be best represented within the Career Services Collaborative, contributing to decision-making and helping evaluate progress and impact.

This insight, which involved consultation with over 100 individuals, is summarised below:

Getting people involved:

- **Raise awareness of the opportunity where young people spend time:** social media, video content and use of trusted networks will be key
- **Be clear on the asks and benefits:** highlight the importance and relevance of getting involved, and make it clear how long and how often
- **Make it engaging and fun:** offer different opportunities to get involved, make sure there are informal opportunities to engage, as well as formal ones

- **Diversity is critical:** some people will see it as not for them – they're the ones we need to engage the most
- **Getting beyond the 'usual suspects':** this will require careful investment of time – working with people and organisations who already have trusted relationships will help

How should they be involved:

- **Give people options on how to get involved:** people have different needs and preferences and will feel comfortable contributing in different ways
- **Provide options to work with service providers and their peers:** learning from each other is important, but this needs to be balanced with time spent with peers
- **A 'formal' forum would be useful:** creating an opportunity to gain experience in a 'formal' process is important



A key point coming through all feedback was the need for the collaborative to take responsibility for hearing from a much wider group of people:

- **It's not fair to expect a select few to speak for all young people:** the collaborative needs to plan carefully how they engage with a broader group
- **Some young people may be challenging to engage:** thought needs to be given to how the collaborative seeks truly representative views, including working with and through partners
- **Engaging small groups should be considered:** consideration needs to be given to how to engage these broader groups based on topic, educational context or geography

Other themes

- **Co-ownership is important and needs to be genuine:** this cannot be about lip service or to mask a process which is really driven by service providers
- **The feedback loop is critical:** the collaborative needs to feed back to participants how their input has been taken forward – what's going to change, how changes will affect them
- **Existing groups represent a strong opportunity:** but we need to get beyond the 'usual suspects'
- **There needs to be some kind of return for participation** (e.g. internship or payment for participation). Other practicalities need to be considered from the outset (e.g. travel costs, sustenance etc...)
- **Recognition is also important:** there should be a means for those participating to receive recognition for their contribution and the skills they have developed through the process (e.g via Saltire award or equivalent)



Next steps

The structure of the Career Services Collaborative will be finalised in December 2022.

The next step is to co-design the future career services which deliver against this operating model.

This co-design process will provide detail on how services are going to change and a plan to realise that change.

The component parts of the ecosystem are driving this development process, identifying groups and people who will determine how career services in their respective sectors respond to the review recommendations.

For more information visit www.CareerReview.scot

