



Careers Leader Roadmap

3 Phase Plan for Planning for Impact: Embedding
sustainable and strategic careers leadership

Using this Resource

This resource is part of a comprehensive set of guidance designed to help you:

- Establish a sustainable and strategic approach to careers leadership
- Develop a progressive and responsive careers provision that meets the needs of all learners
- Evaluate your careers provision and plan for impact

Careers Impact: Full set of Guidance

Our guidance includes the following key documents:

- Careers Leader Roadmap
- [Understanding How to Create a Strategic Careers Plan](#)
- [Understanding How to Develop Progressive and Responsive Careers Provision \(Careers Learning Journeys\)](#)
- [Understanding How to Effectively Evaluate Your Careers Provision](#)
- [Understanding How to Embed Careers in the Curriculum](#)
- [Understanding How to Embed Progressive Employer Encounters](#)
- [Understanding How to Embed Progressive Work Experiences](#)
- [Understanding How to Embed Progressive Encounters with Further and Higher Education](#)

Alignment with The Careers Impact System

All resources in this suite are aligned with Themes 1 and 2 from the Careers Impact Maturity Model, which underpins a [Careers Impact internal leadership review](#).

- Careers Impact Maturity Model ([schools and special schools](#))
- Careers Impact Maturity Model ([colleges](#))
- Careers Impact Maturity Model (ITPs – Coming Soon)

The maturity model provides a shared language for positioning careers as a driver for improvement in schools, special schools, colleges, and ITPs. It defines all elements of sustainable and strategic careers leadership.

A Careers Impact internal leadership review supports the quality assurance of your careers provision and encourages continuous improvement aligned to your whole institution's priorities.

The resources in this set of guidance provide practical support in developing an impact led approach to careers in your institution.

Contents

Phase 1: Understanding careers leadership

- Training for Careers Leaders
- Understanding the Gatsby Benchmarks
- Monitoring Gatsby Benchmark Performance Using CEC Digital Products

Phase 1 Links:

- Fully funded [Careers Leader training offer](#) and the free online [Careers Leader induction module](#)
- [Gatsby Good Career Guidance: The Next 10 Years Report](#)
- [The Gatsby Benchmark Toolkit for Schools and Special Schools](#)
- [The Gatsby Benchmark Toolkit for Colleges & ITPs](#)

Phase 2: Developing your careers provision and building a strategic careers plan

- Putting careers at the heart of education and leadership
- Developing a progressive and responsive careers provision underpinned by learning outcomes
- Creating a strategic careers plan

Phase 2 Links:

- Access the '[Understanding how to develop progressive and responsive careers provision \(Careers Learning Journeys\)](#)' resource
- Access the '[Understanding how to develop a strategic careers plan](#)' resource

Phase 3: Effective impact evaluation of your careers provision

- Understand what impact evaluation is and why to do it
- Understand how to approach impact evaluation
 - Plan
 - Collect
 - Review and Act

Phase 3 Links:

- Access the '[Understanding how to effectively evaluate your careers provision](#)' resource

Phase 1

Understanding careers leadership

Strategic and sustainable careers leadership is supported by setting a clear vision, creating a strategic careers plan, developing progressive and responsive careers Careers Learning Journeys, engaging stakeholders, and continuously improving the careers provision to meet the needs of all learners. Careers leadership ensures that all learners have access to high-quality career guidance, experiences, and opportunities that help them make effective and sustained transitions into further education, training or employment.

Our learning and development offer for Careers Leaders is designed to support you to meaningfully achieve the Gatsby Benchmarks and to embed a strategic and sustainable approach to careers leadership in your school, special school or college.

Getting started:

Access the free online Careers Leader induction module via [The Careers & Enterprise Academy](#)

- Module 1. Careers leadership & the careers landscape
- Module 2. Strategic planning and impact evaluation
- Module 3. Labour Market Information and Pathways
- Module 4: Linking careers to the curriculum
- Module 5: Encounters with employers & providers and experiences of the workplace
- Module 6: Personal Guidance
- Module 7: Funded Careers Leader Training

Signpost SLT and governors to the free online 'Understanding careers leadership' modules via [The Careers & Enterprise Academy](#)

Register for fully funded Careers Leader training

Our training courses help Careers Leaders accelerate their school, special school or college towards meeting the Gatsby Benchmarks. Over 3,900 Careers Leaders have completed our flexible, fully funded training to enhance their careers provision.

Whether you're experienced or new to the role, we offer courses to support you in guiding young people to their next best step.

Step 1: Choose a provider

Explore our [training providers](#) to decide which course and provider are right for you. Check out our [comparison guide](#) to find the right training provider for you.

Step 2: Register

Once you know which course and training provider you wish to enrol with you can register through our [Careers Leader Training Portal](#).

Any questions?

Find out more here: [Careers Leader training | The Careers and Enterprise Company](#)

If you have any queries that you can't find the answers to, you can [book a short, informal call](#) with one of our advisers or email us at: careersleaders@careersandenterprise.co.uk

Understanding the Gatsby Benchmarks

What are the Gatsby Benchmarks?

The Gatsby Benchmarks were developed on behalf of the Gatsby Foundation by Sir John Holman. They define what world class careers provision in education looks like and provide a clear framework for organising the careers provision at your school or college.

The benchmarks have provided a shared understanding of, and common language for, careers guidance. The critical elements of good careers guidance were developed into a framework of eight benchmarks, which were updated in November 2024. All eight benchmarks have been retained, but the definitions and measurable elements have been evolved where evidence showed these amendments would support further improvements to young people's outcomes.

The Gatsby Foundation's Good Career Guidance: The Next Ten Years report provides further detail of the updates. It sets out the evidence for each change, alongside examples of impressive practice from across the country. For more information and to read the full report go to www.goodcareerguidance.org.uk. You can also access the free online module Understanding the updates to the Gatsby Benchmarks via [The Careers & Enterprise Academy](#).

To help you achieve meaningful progress in meeting the Gatsby Benchmarks, The Careers & Enterprise Company has created updated Gatsby Benchmark Toolkits. Access them here:

- [The Gatsby Benchmark Toolkit for Schools and Special Schools](#): Practical information and guidance on the updated Gatsby Benchmarks for schools
- [The Gatsby Benchmark Toolkit for Colleges & ITPs](#): Practical information and guidance on the updated Gatsby Benchmarks for colleges and ITPs

The Gatsby Benchmarks



Benchmark 1
A stable careers programme



Benchmark 2
Learning from career and labour market information



Benchmark 3
Addressing the needs of each young person



Benchmark 4
Linking curriculum learning to careers



Benchmark 5
Encounters with employers and employees



Benchmark 6
Experiences of workplaces



Benchmark 7
Encounters with further and higher education



Benchmark 8
Personal guidance

Monitoring Gatsby Benchmark Performance Using CEC Digital Products

The Careers & Enterprise Company, in collaboration with the Gatsby Foundation, developed the Compass evaluation tool. This self-assessment tool allows schools, special schools, colleges, Alternative Provisions (APs), and Independent Training Providers (ITPs) to efficiently evaluate their careers provision against the eight Gatsby Benchmarks.

We offer two digital products: Compass and Compass+, both of which incorporate the Compass evaluation.

Compass: Users can complete the Compass evaluation directly within this product.

Compass+: Institutions with a compatible Management Information System (MIS) and eligibility can upgrade from Compass to [Compass+](#).

Compass+ provides a comprehensive functionality to support the effective management and evaluation of your entire careers provision. It enables detailed benchmarking, tracking, and reporting on your provision, down to the individual learner level. Additionally, Compass+ facilitates strategic decision-making regarding careers provision within your institution.

Compass+ is available to most secondary schools, Sixth Forms, and specialist provisions in England. The platform integrates with various MIS to offer a secure and scalable solution that maintains performance as usage increases.

For a summary of the key features within Compass and Compass+, please refer to [Appendix 1: Understanding Key Features of Compass & Compass+](#).

Phase 2

Developing your careers provision and building a strategic careers plan

To build a sustainable and strategic careers leadership approach, and create a stable and embedded careers programme we recommend; setting a clear vision, creating a strategic careers plan to support a distributed leadership approach, developing responsive Careers Learning Journeys and regularly evaluating provision to meet the needs of all learners. In this section we will support you to get started:

- Putting careers at the heart of education and leadership via a Careers Impact internal leadership review
- Developing a progressive and responsive careers provision underpinned by learning outcomes
- Creating a strategic careers plan

This resource builds on and complements the contents of both the free online [Careers Leader induction module](#) and the fully funded [Careers Leader training offer](#) that we explored in Phase 1

Putting careers at the heart of education and leadership

To support a sustainable and strategic approach to careers leadership, consider undertaking a Careers Impact internal leadership review in your school, special school or college.

An internal leadership review is based on the Careers Impact Maturity Model, which provides a shared language of how careers can be positioned as a driver for school, special school and college improvement.

Undertaking an internal leadership review supports the quality assurance of your careers provision and encourages continuous improvement aligned to your whole institution's priorities.

 [Click Here](#)

Undertaking a Careers Impact internal leadership review

Get started with your Careers Impact internal leadership review today via Compass/Compass+ or find out more [here](#)

Developing a progressive and responsive careers provision underpinned by learning outcomes

Access the '[Understanding how to develop progressive and responsive careers provision \(Careers Learning Journeys\)](#)' resource to:

- Review your current career provision
- Plan Careers Learning Journeys with responsive, progressive learning outcomes
- Use data effectively to ensure a responsive, personalised careers provision for all learners

Access the following resources to fully develop and implement a whole school, special school or college responsive careers provision:

- [Understanding how to embed careers in the curriculum](#)
- [Understanding how to embed progressive employer encounters and work experiences](#)
- [Understanding how to embed progressive encounters with further and higher education](#)

Creating a strategic careers plan

A strategic careers plan aligns the institution's career provision with its long-term goals and is a whole school, special school or college process.

Access the '[Understanding how to develop a strategic careers plan](#)' resource to:

- Set a clear vision and intent for your careers provision
- Establish key strategic priorities
- Agree strategic objectives
- Articulate action steps
- Embed milestones and key performance metrics



Phase 3

Effective impact evaluation of your careers provision

To build a sustainable and strategic careers leadership approach, we recommend setting a clear vision, creating a strategic careers plan, developing responsive Careers Learning Journeys and regularly evaluating provision to meet the needs of all learners.

Access the [Understanding how to effectively evaluate your careers provision](#) resource to:

- Understand what impact evaluation is and why to do it
- Understand how to approach impact evaluation
 - Plan
 - Collect
 - Review and Act

Understanding what impact evaluation is and why to do it

- Progress measurement and celebrating success against intent, aims and outcomes
- Continuous improvement to ensure that universal provision is responsive to insight and trends
- Personalisation and pro-active interventions to support learners at risk of disengagement or NEET

Understanding how to approach impact evaluation

Plan:

- Access: [Understanding How to create a strategic careers plan](#) for resource and support in setting a vision statement and strategic priorities for your careers provision
- Access: [Understanding how to develop progressive and responsive careers provision \(Careers Learning Journeys\)](#) for resource and support in setting progressive learning outcomes that support progress towards your vision and ambition for learners

Collect:

Type of impact evidence	Quick links
Sustained and longer-term destination data	Longer term destinations Gov.uk Get Information about Schools - GOV.UK
Learner perception of their career readiness	Future Skills Questionnaire
Aspirations, intended and immediate education, training or employment destinations	Compass+ data on intended and actual destinations
Stakeholder voice	Via focus groups/surveys with specific questions aligned to vision, intent and aims of provision
Education engagement	Attendance data Behaviour data End of unit / year tests Termly / annual effort grades Teacher reports Public exam results Bespoke survey using established questions
Feedback on specific elements of provision	How to write survey questions Example questionnaires Creative ways to gather feedback
Quality Assurance	Careers Impact internal leadership reviews (annual) Quality in Careers Standard

Future Skills Questionnaire Value & Purpose:

Careers Leaders can use learners' responses to the Future Skills Questionnaire to:

- Identify gaps in a school's provision
- Tailor careers provision and activities to individual needs
- Measure progress of their careers provision over time

The Future Skills Questionnaire is a tool embedded into our free digital product Compass+; it allows Careers Leaders to effectively measure learners' career-readiness.

Simple data insight can support Careers Leaders to make targeted interventions, evaluate their careers programme and identify the impact of careers education in their setting.

To find out more click [here](#)

Review and Act:

There are a range of reasons to review impact evaluation data of your provision

- Progress measurement and celebrating success against intent, aims and outcomes
- Continuous improvement to ensure that universal provision is responsive to insight and trends
- Personalisation and pro-active interventions to respond to supporting learners at risk of disengagement or NEET

Next Steps:

- Share the success of your provision
- Elevate responsiveness of universal provision
- Personalise Careers Learning Journeys



Appendix 1

Understanding key features of Compass & Compass+

Phase	Functionality	Product availability
Phase 1 : Understanding careers leadership	Compass evaluation : Monitor progress towards achieving the 8 Gatsby Benchmarks	Compass and Compass+ Understanding your Dashboard
Phase 2: Developing your careers provision and building a strategic careers plan	Careers Impact internal leadership review - supports the quality assurance of your careers provision and encourages continuous improvement aligned to your whole institution's priorities	Compass and Compass+
	GBM1 Activities: Evidence statutory compliance by adding a Benchmark 1 activity GBM2-8 Activities : Add activities to Compass+ directly, using our Activities Upload template or via a partner platform, easily flag and filter activities that are PAL compliant, or engage parents/carers, utilise Activities reporting Learner Report : Share individual learner profile via email from Compass+ Learner Profile : Enter interests and destinations information then utilise Learner reporting to interrogate this data Future Skills Questionnaire : Measure learners career-readiness, use responses to influence the delivery of careers, utilise FSQ reporting Groups : Create Custom groups based on learner need, demonstrate targeted intervention and support Careers Partners – Record all employers, organisations and providers that deliver careers activities in a safe, secure and scalable database, only accessible to Compass+ users in your institution	Compass+ Activities Provider Access Legislation Using compass+ with a partner platform Compass+ Learner Data Compass+ Future Skills Questionnaire Compass+ Managing Groups Compass+ Careers Partners

Phase 3: Effective impact evaluation of your careers provision	Compass evaluation : Monitor progress towards achieving the 8 Gatsby Benchmarks	Compass and Compass+
	Future Skills Questionnaire : Utilise a range of FSQ reporting to effectively analyse learner responses, tailor provision to meet the needs of all learners	Compass+ Future Skills Questionnaire
	Activities : Utilise Activities reporting to monitor learner attendance to careers activities	Compass+ Activities
	Learner reporting : Identify intended and actual destinations to support provision-planning	Compass+ Learner Profile - Interests and Destinations Tab

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