

# GATSBY GOOD CAREER GUIDANCE: THE NEXT TEN YEARS



LESLEY THAIN, THE CAREERS AND ENTERPRISE COMPANY

TOM SHIRT, GATSBY FOUNDATION

# THE WORLD HAS EVOLVED; SO HAVE THE GATSBY BENCHMARKS

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- The Gatsby Benchmarks have been updated.
- Statutory Guidance will be updated in Spring 2025.
- Implementation of the updated framework from September 2025.

“I am pleased to confirm that we will publish refreshed careers statutory guidance to include the updated Gatsby Benchmarks, in spring 2025.”

The Rt Hon Baroness Smith of Malvern, Minister for Skills

# EVIDENCE LED

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- Senior Adviser, sector and practitioner advisory groups
- Independent academic partner: International Centre for Guidance Studies at University of Derby: survey, literature review, international interviews
- Additional commissions from British Chambers of Commerce (employer perspectives) and Youth Employment UK (young people's views).
- Significant programme of visits to schools, colleges and ITPs (staff and young people).

## FEBRUARY 2023 - AUGUST 2023

- sector interviews
- literature review
- consultation survey
- international case studies
- CEC data analysis

## MARCH 2023 - OCTOBER 2023

- school, college and ITP visits
- roundtables and stakeholder consultation (including young people)
- data and evidence analysis

## NOVEMBER 2023 - OCTOBER 2024

- benchmark refinement
- stakeholder consultation
- report writing

## NOVEMBER 2024

- report launch

## GOOD CAREER GUIDANCE: WHAT WE FOUND

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Feedback showed overwhelming support for the benchmarks and the impact they are having on young peoples' outcomes.

### MASS ADOPTION

More than 90% of colleges and schools using the benchmarks

### WIDESPREAD IMPLEMENTATION

Average number of benchmarks being achieved has more than tripled since 2018

### TANGIBLE OUTCOMES

Young people in institutions that meet more benchmarks are significantly less likely to be NEET at age 16 and 18

There was a universal appetite for stability.

# STABILITY

All eight Benchmarks remain

Two sets of Benchmarks:

1. secondary (including school sixth forms, special and alternative provision)
2. young people in colleges and ITPs

Retained much of the original wording, making changes only when there has been sufficient evidence.

The updated Gatsby are based on the latest evidence and impactful practice and they continue to represent world class provision



# THE CHANGES MATTER

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Reassertion (e.g. Careers Leaders)

Clarification (e.g. Meaningful)

Stretch (e.g. Beyond STEM)

## THE CHANGES MATTER: FIVE THEMES

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Careers in the heart  
of education and  
leadership

Inclusion and impact for  
each and every young  
person

Focusing on the use of  
information and data

Engagement of  
parents and carers

Meaningful and varied  
encounters and  
experiences

# TOUR OF THE REPORT



Hard copies to every school and college,  
available on request

[WWW.GATSBYBENCHMARKS.ORG.UK](http://WWW.GATSBYBENCHMARKS.ORG.UK)

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# SUMMARIES FOR LEADERS

## Understanding the Updated Gatsby Benchmarks for 2024 and beyond

**School leaders**

UPDATED GATSBY BENCHMARKS FOR SECONDARY SCHOOLS

GOOD CAREER GUIDANCE  
THE NEXT 10 YEARS



SUMMARY FOR LEADERS

Effective careers guidance is crucial for all young people, whatever their background, and secondary schools play a key role in delivering it. It helps young people achieve better outcomes, leading to huge benefits for society and the economy.

The Gatsby Benchmarks are the world-class framework for good careers guidance. In the decade since the benchmarks were first introduced, the framework has delivered real, measurable impact on young people's lives, with over 4,700 institutions across England now using the benchmarks to measure and improve their careers guidance.



GATSBY

UPDATED GATSBY BENCHMARKS FOR YOUNG PEOPLE IN COLLEGES AND INDEPENDENT TRAINING PROVIDERS

GOOD CAREER GUIDANCE  
THE NEXT 10 YEARS



SUMMARY FOR LEADERS

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GATSBY

**College and ITP leaders**

HARD COPIES AVAILABLE  
TODAY

# SUMMARY OF CHANGES

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## GOOD CAREER GUIDANCE THE NEXT 10 YEARS



### SUMMARY OF CHANGES

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#### THIS DOCUMENT

Here we share the updated Gatsby Benchmarks. Changes are highlighted, along with an explanation of what's new and what has stayed the same. We hope this helps careers leaders and others get up to speed quickly and plan for when the updated benchmarks are included in upcoming statutory guidance.

Available at

[WWW.GATSBYBENCHMARKS.ORG.UK](http://WWW.GATSBYBENCHMARKS.ORG.UK)

## SUMMARY OF KEY CHANGES

- Terminology has been updated to better reflect the education and training landscape, with independent training providers (ITPs) now listed as a provider type, and technical education now explicitly referenced.
- Benchmark 7 for schools now specifies that young people should have encounters with the full range of provider types by age 16.
- The definition of what constitutes a 'meaningful encounter' with providers of further and higher education and training has been expanded. For example, encounters can be in-person or a combination of in-person and virtual. Encounters should be sequenced throughout the careers programme so that a young person can build up a clear picture of what is available to them and explore what it is like to develop and succeed in different environments. Young people should be provided with information about recruitment and selection processes, the qualifications providers offer, and the careers these could lead to. There should be the opportunity to meet both staff and learners.

# A quality first approach to careers

Implementing the updated Gatsby Benchmarks

Careers Impact System

Modern Work Experience

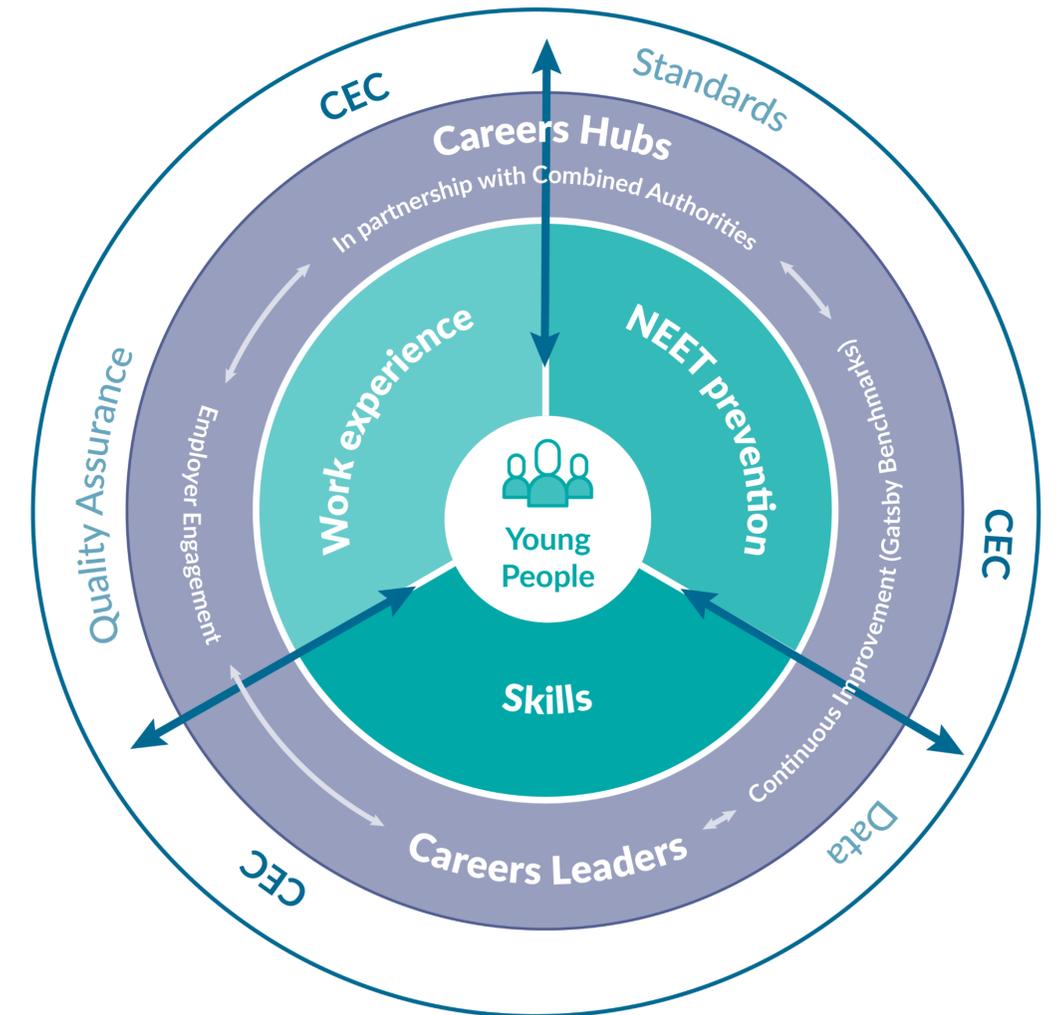
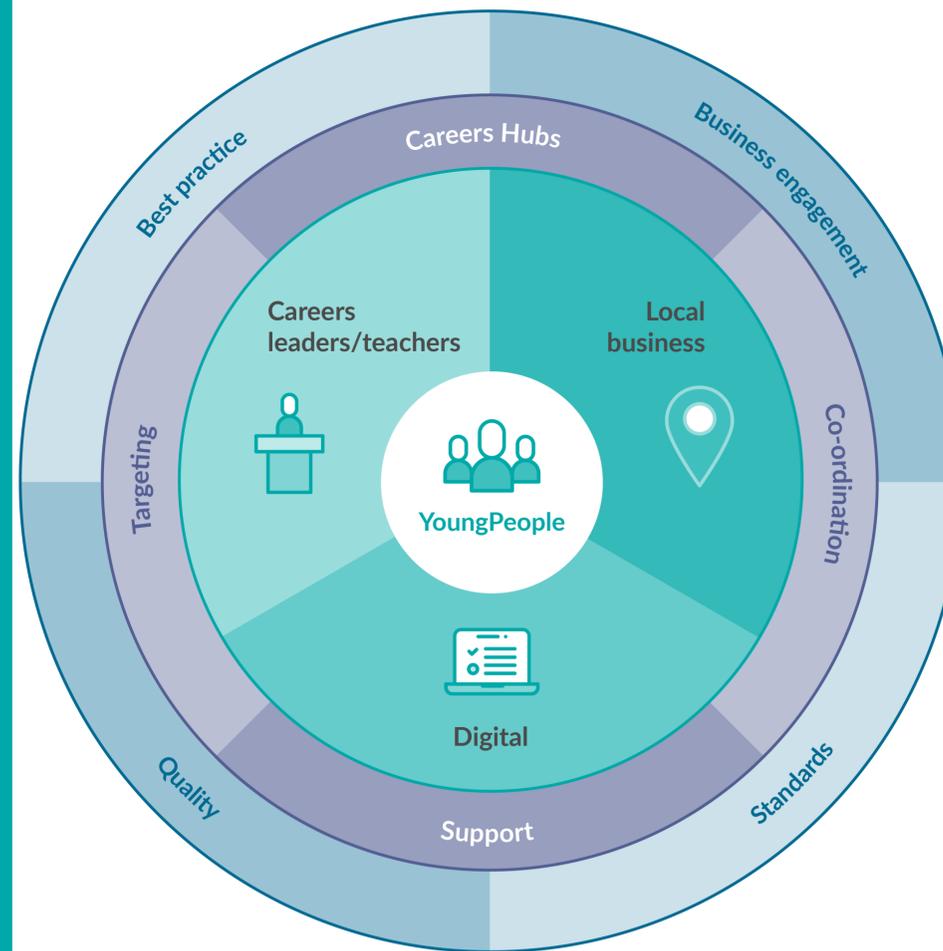
## Who are we?

We are the national body for careers education in England, supporting providers to deliver modern, 21<sup>st</sup> century careers education.

**Our mission:**  
**To help every**  
**young person find**  
**their best next**  
**step.**

# In practice...

1. A national body to secure **higher standards**
2. A powerful **Careers Leader**
3. Engagement with **business**
4. A **local area** where activity is co-ordinated to share expertise



# Support for implementing the updated Gatsby Benchmarks

## Welcome

Welcome to The Careers & Enterprise Academy. This is the home of careers leadership for Careers Leaders and all those who work with them to plan and deliver strategic, progressive careers programmes.

Register

Login



- Updated Compass evaluation tool
- Gatsby Benchmark Toolkits
- Online CPD modules
- Wider education workforce support
- Modern work experience guidance and exemplars

## Home - The Careers & Enterprise Academy

<p>120</p> <p>Careers Leader: Induction</p> <p>Welcome to the Careers Leader Induction! Throughout this course, you'll find signposts to specific...</p> <p>Course Details</p>	<p>45</p> <p>new</p> <p>Understanding the Careers Impact internal leadership...</p> <p>Welcome to the Careers Impact internal leadership review: Understanding the Value and...</p> <p>Course Details</p>	<p>45</p> <p>new</p> <p>Understanding the Updates to the Gatsby Benchmarks</p> <p>Welcome to the Understanding the Updates to the Gatsby Benchmarks course! The course will delve into...</p> <p>Course Details</p>	<p>60</p> <p>Compass+ Part 1: Mastering the Essentials</p> <p>Welcome to the Compass+ Part 1: Mastering the Essentials course! The course consists of five modul...</p> <p>Course Details</p>
<p>60</p> <p>Education Leaders: Introduction to Careers</p> <p>Welcome to the Education Leaders: Introduction to Careers course! Throughout this course,...</p> <p>Course Details</p>	<p>60</p> <p>Future Skills Questionnaire Part 1: Mastering the...</p> <p>Welcome to the Future Skills Questionnaire Part 1: Mastering the Essentials course! In this...</p> <p>Course Details</p>	<p>60</p> <p>Governors: Introduction to Careers</p> <p>Welcome to the Governors: Introduction to Careers course! Throughout this course, you'll fin...</p> <p>Course Details</p>	<p>60</p> <p>Parent and Carer Engagement in Careers...</p> <p>Welcome to our Parental Engagement in Careers Education Course. This course consists of tw...</p> <p>Course Details</p>



## Resource Directory Key Links:

- [Careers Impact Internal Leadership Review | CEC Resource Directory](#)
- [Promoting all Pathways | CEC Resource Directory](#)

[resources.careersandenterprise.co.uk](https://resources.careersandenterprise.co.uk)

**Value and Purpose**

Within your annual evaluation processes, undertaking a **Careers Impact Internal Leadership Review** will support:

- Improved understanding of best practice in careers and of meaningful achievement of the Gatsby Benchmarks
- Recognition of strengths in careers provision
- Greater SCL engagement in and understanding of careers
- Wider distributed leadership of careers and a support towards a whole institution approach to careers
- Motivation and actions to develop careers provision

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

### Using the Careers Impact Maturity Model to review your provision

The internal leadership review process 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.

The model focuses on six themes, which are rooted in the Gatsby Benchmarks, and there are two versions tailored to different institution types:

- Maturity Model for schools and special schools
- Maturity Model for FE

For each theme there are statements and responses indicating progressive levels of maturity. A snapshot of theme 1 in the school version of the model can be accessed [here](#), which illustrates how the range of responses can be used to prompt a collaborative discussion with colleagues about the maturity of your provision.

The full Careers Impact Maturity Model will be accessible via Compass and Compass+ in the new academic year.

Theme 1	Theme 2	Theme 3
Careers leadership, vision and intent, and planning for development (Benchmark 1)	Addressing the needs of all learners and impact evaluation (Benchmarks 1 and 2)	Understanding of labour market information (LMI) and future pathway options (Benchmarks 2 and 3)
Theme 4	Theme 5	Theme 6
Linking curriculum learning to careers (Benchmark 4)	Encounters with employers/employees and experiences of the workplace (Benchmarks 5 and 6)	Personal Guidance (Benchmark 6)

### Preparing for an internal leadership review

A review should be completed each year in line with an annual review of your institution's careers strategy. All those involved in the distributed leadership of careers should be involved in the review process.

It involves two parts:

- A collaborative review of your institution's careers provision with colleagues, using the Careers Impact Maturity Model.
- Recording your responses to the Maturity Model on Compass or Compass+, and using the digital insights and recommendations generated to plan high impact actions for your provision (digital feature coming in the new academic year).



Standardised continuous  
improvement and quality  
assurance of careers  
across the system

# Careers Impact System



# What does the Careers Impact System give us?



“A different way of talking about careers & careers leadership: in the realm of overall improvement”

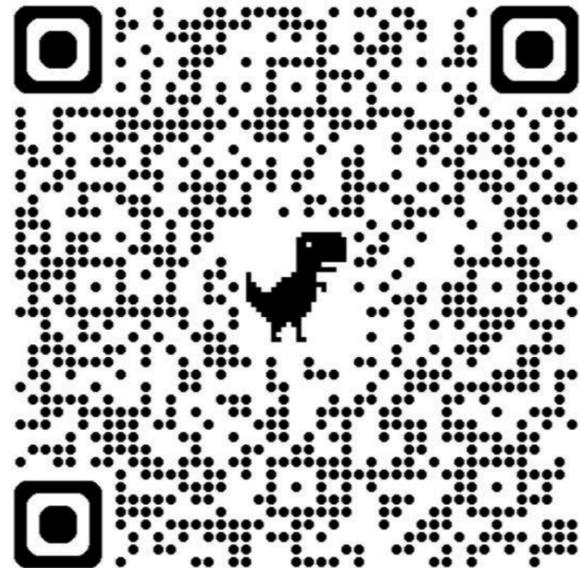


“An opportunity to identify the actions that will create a more sustainable and embedded approach where leadership is distributed and careers is considered to be everyone’s responsibility”



“A strategic focus on the impact and outcomes of careers provision, when the temptation can be to focus on the operational inputs and activities”

# Careers Impact Maturity Model



Things to notice:

- The model is split into *six themes*
- Each theme is broken down into multiple *components*
- The description of *quality* within each component improves from left to right – on a continuum of increasing maturity
- How the language of the BMs is embedded
- Where existing systems, structures and processes might feature

Increasing maturity



Theme 1

Careers Leadership, vision and intent, and planning for development (Benchmark 1)

1.1  
Careers  
leadership and  
distributed  
leadership of  
careers

There is a named Careers Leader.

There is a named Careers Leader who has completed – or is in the process of completing – appropriate Career Leader training.  
Their role is clear within the staffing structure, and they have sufficient time to fulfil their responsibilities.

Leadership of careers includes a trained Careers Leader with line management at senior leadership level.  
Additionally, there is sufficient capacity and resources to deliver a strategic careers development plan.

Careers leadership is supported with specific training and is embedded across the staffing structure and within school or special school development planning. Systems and processes support a shared responsibility for delivery of careers across the school or special school, enabled by clearly defined roles and responsibilities.

1.2  
Leaders' vision  
and intent for  
careers

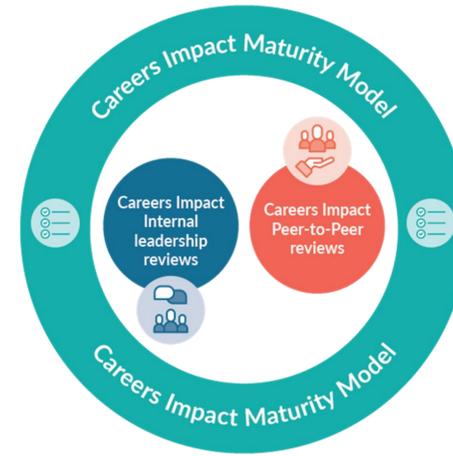
There is a school or special school vision that refers to preparing learners for their future.

The school or special school vision includes specific reference to preparing learners for their future. There may be a related vision specifically for careers. The vision, intent and priorities for the development of the careers provision are shared with the senior leadership team, governors and staff.

The vision(s) informs the priorities for the development of the careers provision as well as relevant sections of the whole school or special school development plan. Senior leaders, governors and staff understand the vision, intent and priorities for the development of the careers provision.

The vision(s) shapes the priorities for the development of the careers provision and informs all relevant areas of the school or special school development plan.  
Senior leaders, governors and staff understand and are accountable for achieving the vision, intent, and priorities of the careers provision, in alignment with wider school or special school priorities.

# Internal leadership reviews



## Convene

All those involved in the distributed leadership of careers should be involved in the review process

## Agree

The review involves colleagues reflecting on which statements in the Maturity Model best describe the practice their institution

## Record

The digital feature allows institutions to record the responses collaboratively agreed during an institution's internal review. Colleagues will have access to a summary of institution's insights, showing a snapshot of indicated areas of strength and priority action areas

## Act

Institution identification of highest leverage actions to drive school, special school or college improvement and to support improved student outcomes

## Who should take part in an internal leadership review?

All those involved in the distributed leadership of careers should be involved in the review process

# What does an internal leadership review involve?

The review involves colleagues reflecting on which statements in the Maturity Model best describe the practice their institution.

They should consider the statements and the responses which indicate progressive maturity within each of the six themes.

Colleagues should do this ahead of coming together to discuss and agree a final response for each statement that represents their institution.

# The Government's vision for work experience

- Ambition to deliver **two weeks' worth of work experience** for every young person- with a focus on multiple, targeted and variable workplace experiences, totalling 10 days.
- Expect work experience to be pivotal in improving work readiness and employability
- Experiences should be aspirational and inspirational, employer-led, first hand and active (two-way employer-pupil interaction).

Expecting this to be broken down into a weeks' worth in year 7-9 and a further weeks' worth in year 10 or 11.

- **Years 7-9** – Multiple and varied employer-led activities (individual or group, supplementing in-person with hybrid or virtual experiences where this can add value) to explore different industries and occupations, in line with Gatsby Benchmark 6.
- **Year 10-11** – work experience placement(s) totalling one weeks' worth, in an industry matched to young people's interests and career aspirations. This should allow pupils to experience a real working environment and begin to develop work-based skills and behaviours .



## Modern work experience

**Modern work experience** should guarantee every young person access to high-quality, multiple workplace experiences, totaling ten days' worth throughout secondary education.

Supported by The Careers & Enterprise Company, this equitable approach will facilitate a variety of experiences starting early, connecting education and young people with industry and unlocking the skills and opportunities of the future workforce.





## What is the value of modern work experience?

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Modern work experience will help young people to make informed choices and improve career readiness and employability by offering multiple, variable and targeted experiences throughout their education journey.



# What is modern work experience?

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## A programme of modern work experience should:

- Prioritise young people who are missing out and provide targeted support
- Include experiences that are employer-led in their design
- Enable meaningful relationships between the employer and young person
- Start early, allowing access to multiple, different industries and occupations
- Be underpinned by learning outcomes, to ensure a progressive high-quality approach
- Offer meaningful experiences as defined in updated Gatsby Benchmark 6

equalex

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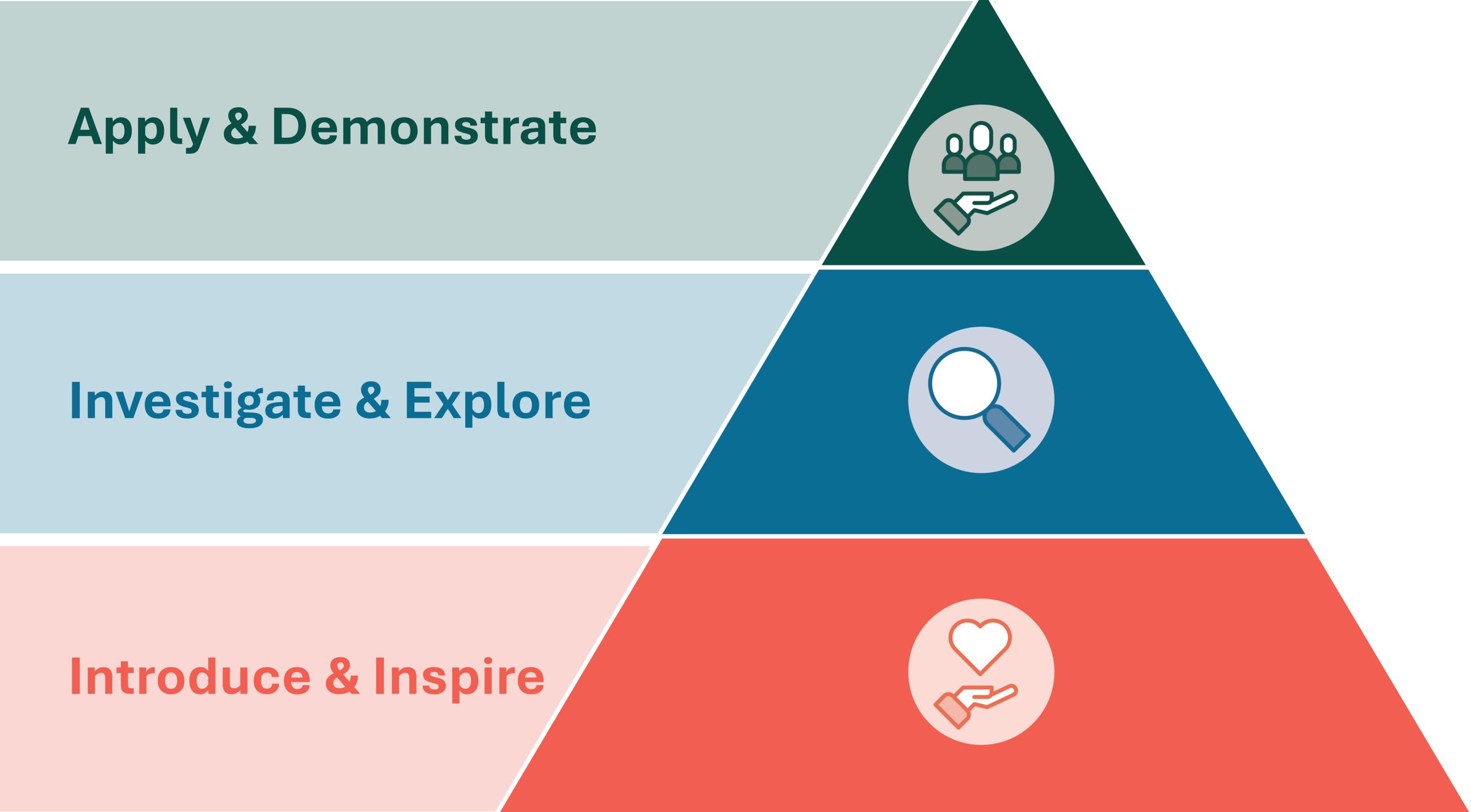
## The solution to modern work experience

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Developed by The Careers & Enterprise Company and supported by Careers Hubs, the **equalex** approach offers:

- A framework of structured learning outcomes to raise the quality of work experience for learners
- A multi-year, multi-experience model supported by the curriculum and accessible to ALL learners
- A tiered approach providing a structure offering breadth and depth of workplace experiences

# equalex: A progressive approach



**Apply & Demonstrate**

Low volume,  
high depth

**Investigate & Explore**

**Introduce & Inspire**

High volume,  
low depth

# Why take a progressive approach?

Traditional

Year 7

Year 8

Year 9

Year 10

Year 11

Post-16

Work Experience

Work Experience

equalex

 Progressive programme of workplace experiences

 Introduce & Inspire

 Investigate & Explore

 Apply & Demonstrate

# The equalex Learning Outcomes:

To meet the equalex quality standard for experiences of the workplace, students must have the opportunity to meet and evidence the learning outcomes across all 3 core themes.

We encourage innovation regarding delivery of this framework and have not provided guidelines on how the outcomes must be achieved.

Each of these learning aims and outcomes *could* be achieved via experiences of the workplace, but some can be mapped against other areas of a progressive careers programme (see learning outcomes & objectives doc).

