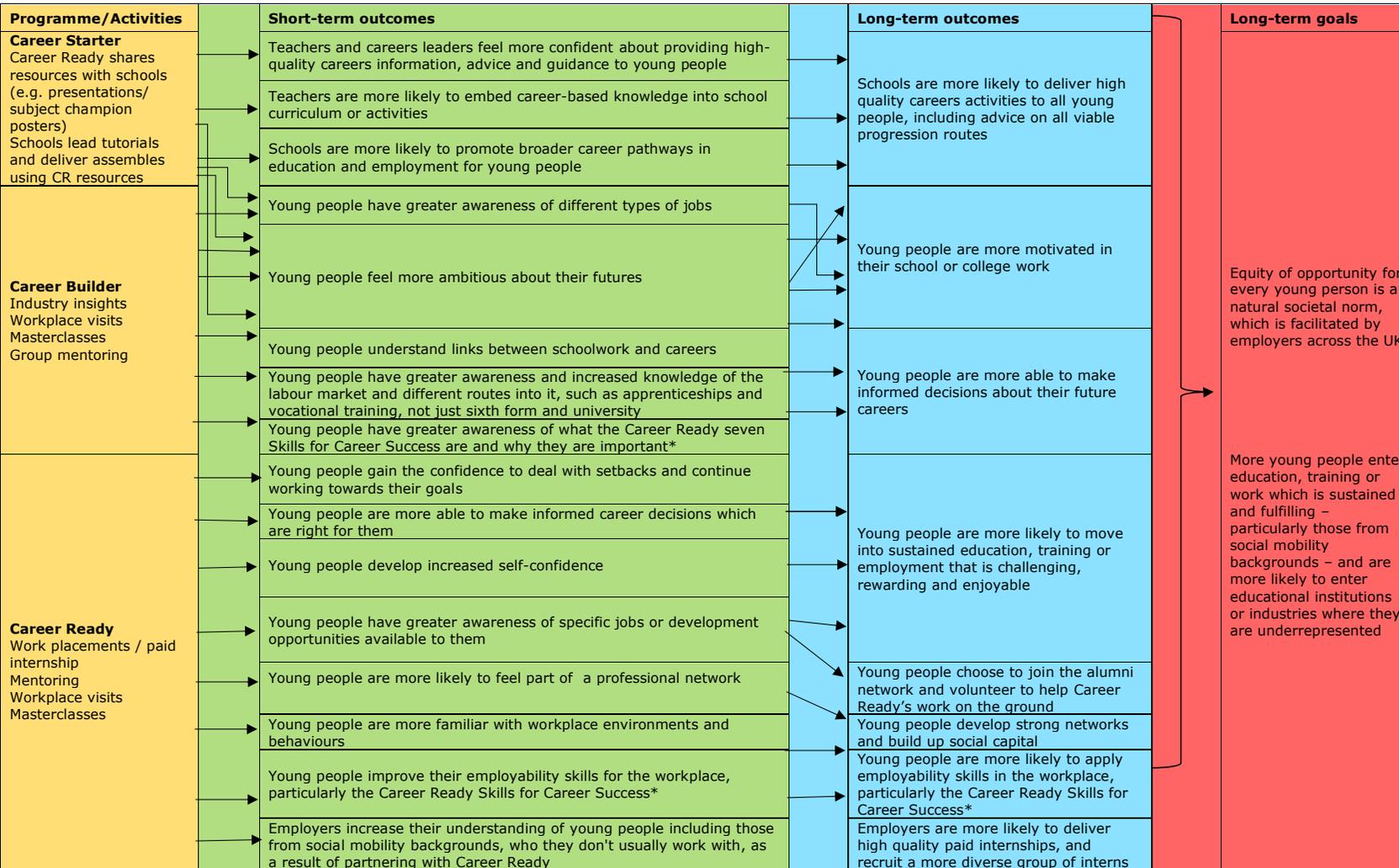


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1 Theory of Change



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Employers increase their understanding of the benefits of diversity

Employers recruit Career Ready alumni into full-time jobs once they have completed school, college or university

Commented [AT1]: Employer and volunteer outcomes to be developed further

***Career Ready Skills for Career Success:**

1. *Adaptability* – young people are open-minded, react positively to change and see challenges as a way to improve their skill set.
2. *Communication and networking* – young people feel confident getting to know new people, can speak about themselves, listen effectively, and ask relevant questions.
3. *Creativity* – Young people are able to use their imagination to think of and develop new ideas related to different tasks. They can think of ways to improve something and explain why.
4. *Managing my career* – Young people can identify different jobs and career paths and understand the entry requirements and skills that they require. They know how to prepare for interviews and can maintain an up-to-date personal development record.
5. *Managing myself* – Young people can take responsibility for their own actions, decisions and behaviour and can use positive and negative feedback constructively. They are able to plan ahead, identify priorities and organise their time to achieve their goals.
6. *Problem-solving* – Young people can analyse problems by reviewing relevant information and talking with relevant people or groups. They are able to consider how their actions affect situations and can develop plans to tackle challenges.
7. *Team work* – Young people are able to work with others to achieve a set goal, by building relationships, being supportive to others, and respecting other people’s opinions, ideas, skills and values

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2 Enablers and indicators

Programme/ Activities	Short-term outcomes	Enablers
Career Starter Career Ready shares resources with schools (e.g. presentations/ subject champion posters) Schools lead tutorials and deliver assemblies using CR resources	Teachers and careers leaders feel more confident about providing high-quality careers information, advice and guidance to young people Teachers are more likely to embed career-based knowledge into school curriculum or activities Schools are more likely to promote broader post-18 pathways in education and employment for young people	<ul style="list-style-type: none"> • Policy priorities that focus on careers education and therefore allow schools time and resources to engage with this within the curriculum • LEPs and Careers Hubs encourage schools to do this in order to meet Gatsby benchmarks • Careers leaders in schools work with Career Ready to promote a range of progression pathways, not just HE
Career Builder Industry insights Workplace visits Masterclasses Group mentoring	Young people feel more ambitious about their futures Young people have greater awareness of increased knowledge of the labour market and different routes into it, such as apprenticeships and vocational training, not just sixth form and university Young people have greater awareness of what the seven Career Ready Skills for Career Success are and why they are important* Young people understand links between schoolwork and careers Young people have greater awareness of different types of jobs	Young people are supported by positive staff members at school/college as well as Career Ready volunteers <ul style="list-style-type: none"> • Career Ready is able to partner with a range of businesses from different sectors that offer opportunities for young people • Employers support the same skills Career Ready is trying to develop • Schools are supportive of a range of post-16 pathways and teach about them using Career Ready resources • Volunteers believe in and therefore share Career Ready's mission • Volunteers that understand the challenges faced by schools and young people
Career Ready Work placements Mentoring Workplace visits Masterclasses	Young people gain the confidence to deal with setbacks and continue working towards their goals <ul style="list-style-type: none"> • Young people have greater awareness of more specific jobs or development opportunities available to them • Young people gain increased self-confidence • Young people build positive relationships with volunteers and understand the value of their support • Young people are more likely to make informed career decisions which are right for them Young people are more likely to feel part of a professional network <ul style="list-style-type: none"> • Young people become more familiar with workplace environments and behaviours • Young people improve their employability skills for the workplace, particularly the Career Ready Skills for Career Success* • Employers increase their understanding of young people from non-traditional backgrounds, who they don't usually work with • Employers increase their understanding of the benefits of diversity 	Schools that look after young people pastorally/holistically and support the development of their aspirations and confidence <ul style="list-style-type: none"> • Committed volunteers who understand how to be an effective mentor • Volunteers demonstrate to young people that volunteering with Career Ready provides opportunities to develop interpersonal and communication skills, as well as raising awareness of the challenges and barriers young people face to employment • High-quality paid internships are offered by a range of employers • A strong economy encourages and enables businesses to take on more interns • Employers understand the Career Ready Skills for Career Success and tailor workplace experiences for young people to help develop these, along with any other skills frameworks they may have • Employers who endorse the Career Ready mission and have a commitment to young people

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Programme/ Activities	Short-term outcomes	Indicators
Career Starter Career Ready shares resources with schools (e.g. worksheets/ subject champion posters) Schools lead tutorials and deliver assemblies using CR resources	Teachers and careers leaders feel more confident about providing high-quality careers information, advice and guidance to young people	Teachers report feeling more confident
	Teachers are more likely to embed career-based knowledge into school curriculum or activities	Senior leaders, careers leaders and teachers have developed a plan for how to deliver quality careers guidance and have allocated time to enact this Schools show an increase in Compass scores Teachers and leaders report that careers education is given greater priority in schools/colleges
	Schools are more likely to promote non-traditional post-18 pathways in education and employment for young people, in terms of both sectors and routes	Young people report having learned about pathways or sectors they were not previously aware of
Career Builder Industry insights Workplace visits Masterclasses Group mentoring	Young people feel more ambitious about their futures	Young people are more likely to report having positive aspirations for their education and their future career
	Young people have greater awareness of increased knowledge of the labour market and different routes into it, such as apprenticeships and vocational training, not just sixth form and university	Young people are able to identify and discuss a range of options for transitioning from education into work
	Young people have greater awareness of what the Career Ready seven Skills for Career Success are and why they are important*	Young people are more able to identify key skills needed in the world of work Teachers report that young people are able to ask relevant questions to continue their learning
	Young people understand links between schoolwork and careers	
	Young people have greater awareness of different types of jobs	Young people are able to identify and discuss a range of different jobs
Career Ready Work placements Mentoring Workplace visits Masterclasses	Young people gain the confidence to deal with setbacks and continue working towards their goals	Young people report feeling more able to deal with setbacks Young people demonstrate the ability to deal with setbacks
	Young people are more able to make informed career decisions which are right for them	Young people report feeling more confident about their ability to make career decisions which are right for them, as a result of taking part in the Career Ready programme
	Young people have greater awareness of more specific jobs or development opportunities available to them	Young people report increased knowledge of the world of work Young people ask relevant questions which demonstrate their learning
	Young people are more likely to feel part of a professional network	Young people participate readily in group activities, including with mentors and other adults Young people report having supportive professional networks
	Young people gain increased self-confidence	Young people report being more likely to take part in new opportunities Young people feel in control of their own lives Young people believe in their ability to do well Young people report feeling more confident as a result of taking part in the Career Ready programme
	Young people become more familiar with workplace environments and behaviour	Young people report feeling more aware of what a workplace environment is like Young people report knowing what is expected of them in a workplace

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	Young people improve their employability skills for the workplace, particularly the Career Ready Skills for Career Success*	Young people report increased scores in their Skills Identifier surveys as they progress through the programme, particularly at the end compared with the beginning
	Employers increase their understanding of young people from non-traditional backgrounds, who they don't usually work with	Interns report that employers engaged well with them Employers report finding the internships valuable
	Employers increase their understanding of the benefits of diversity	Employers are able to discuss the benefits of a diverse workforce Employers start or continue recruiting interns from a diverse range of backgrounds

3 Evaluation Framework

Programme/ Activities	Short-term outcomes	Research questions Since taking part in the Career Ready programme...	Tools
Career Starter Career Ready shares resources with schools (e.g. worksheets/ subject champion posters) Schools lead tutorials and deliver assemblies using CR resources	Teachers and careers leaders feel more confident about providing high-quality careers information, advice and guidance to young people	Do teachers and careers leaders feel more confident about how to provide high-quality information, advice and guidance to young people than they did prior to their involvement with CR?	Teacher survey on use and impact of careers in the curriculum, assemblies and tutorials.
	Teachers are more likely to embed career-based knowledge into school curriculum or activities	Is career-based knowledge being embedded into the school's curriculum or activities? How? Across all subjects?	
	Schools are more likely to promote broader post-18 pathways in education and employment for young people	Are schools promoting broader post-18 pathways in education and employment for young people, by using Career Ready resources? Which pathways?	
Career Builder Industry insights Workplace visits Masterclasses Group mentoring	Young people feel more ambitious about their futures	Do young people feel more ambitious about their futures after taking part in career builder?	Teacher evaluation form Young person survey Young person focus group
	Young people have greater awareness of increased knowledge of the labour market and different routes into it, such as apprenticeships and vocational training, not just sixth form and university	Are young people aware of different routes into the labour market? How many routes are they aware of? Do they know about traineeships, apprenticeships and other vocational courses, as well as university?	Young person survey Pre and post students' self-assessment survey
	Young people have greater awareness of what the Career Ready seven Skills for Career Success are and why they are important*	After taking part in Career Builder, do young people know what the Career Ready seven Skills for Career Success are? Do they know why these skills are important?	Teacher evaluation form Young person survey
	Young people understand links between schoolwork and careers	Are young people aware of different types of jobs after taking part in Career Builder?	Teacher evaluation form Young person survey
	Young people have greater awareness of different types of jobs	Do young people know more about the labour market and different sectors?	Teacher evaluation form Young person survey
Career Ready Work placements Mentoring Workplace visits Masterclasses	Young people gain the confidence to deal with setbacks and continue working towards their goals	Do young people feel more confident about dealing with setbacks after taking part in Career Ready?	Pre and post students' self-assessment survey Staff observations of activities Young person focus group
	Young people are more able to make informed career decisions which are right for them	Are young people using a variety of sources to explore their career options? Do young people feel able to make decisions which are right for them?	Pre and post students' self-assessment survey Young person focus group

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	Young people gain increased self-confidence	Do young people put themselves forward for more opportunities? Do young people feel in control of their own lives? Do young people believe in their ability to succeed? Do young people report a rise in self-confidence, and do they attribute this to the Career Ready programme?	Young person focus group Pre and post students' self-assessment survey
	Young people have greater awareness of more specific jobs or development opportunities available to them	Are young people more aware of specific job or development opportunities available to them after taking part in Career Ready?	Pre and post students' self-assessment evaluation
	Young people are more likely to feel part of a professional network	Do young people feel part of a community after taking part in the Career Ready programme? Are young people making connections with people who will help with their career journey in the future?	Pre and post students' self-assessment evaluation
	Young people become more familiar with the workplace environment	Do young people increase their knowledge of working environments during their internship/work experience?	Pre and post students' self-assessment evaluation Employer feedback forms/surveys
	Young people improve their employability skills for the workplace, particularly the Career Ready Skills for Career Success*	Have young people developed their employability skills as a result of taking part in the Career Ready programme?	Pre and post students' self-assessment evaluation
	LTO: Young people are more likely to move into sustained education or employment that is challenging, rewarding and enjoyable	Have young people moved into education, training or work 6-12 months after completing the Career Ready? Are young people challenged and rewarded by the paths they have chosen?	Destination survey 12 months after programme completion (EWNI) Government destination data (SCOT)
	Employers increase their understanding of students from non-traditional backgrounds, who they don't usually work with	Are employers taking on more young people from social mobility backgrounds for work placements/paid internships? Are they engaging with these young people and learning about their backgrounds and experiences?	Employer feedback forms/surveys
	Employers increase their understanding of the benefits of diversity	Are employers more aware of the benefits of diversity after taking part in the career ready programme? Are more employers recruiting Career Ready alumni?	Employer feedback forms/surveys Annual survey to CR employers
	Young people build positive relationships with volunteers and understand the value of their support	Are volunteers positive about working with Career Ready? Do they understand the value of the role?	Pre and post students' self-assessment evaluation Volunteer surveys asking about their experience, and their wider understanding of young people, social mobility and social capital Staff observations of activities Young person focus group

Commented [AT2]: Replace this with a vol-specific outcome, not YP-focused