

# WORKING TOGETHER

Partnership Working and Co-location of the  
National Careers Service in FE Colleges:  
A practical guide for FE Colleges



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## FOREWORD

This guide was produced by AoC with project funding from LSIS (before its closure on 1 August 2013) in collaboration with BIS, SFA, DWP and DfE.

**Audience:** This guide is for National Careers Service and FE College staff responsible for commissioning and/or delivering careers advice and information and guidance. However, Jobcentres, schools and other training providers with an interest in careers information, advice and guidance might also find its content useful.

**Purpose:** To promote understanding of each other's role in relation to careers advice and to share practical guidance on how joint working to deliver careers advice within colleges can bring about benefits for both organisations.

**Aim:** The overall aim of this guide is to increase both the amount and the quality of co-located and partnership activity between the National Careers Service and Colleges.

Colleges working proactively with the National Careers Service to provide Careers Guidance for young people and adults is crucial if we are going to help all members of our communities to make informed choices on their future career paths. I believe that Colleges are best placed to provide a route into the course information, the advice and help that the National Careers Service offers.

This guide is part of AoC's campaign to ensure that all young people and adults receive the right information at the right time to reduce the number of young people and adults not in education, employment and training and to support routes into higher education and skills. I hope that both Colleges and the National Careers Service, through the practice explained in this guide, will work in an ever closer alliance towards this common end.

**Martin Doel, Chief Executive, Association of Colleges**

Organisations working in partnership are proven to enhance customers' experience. Successful collaborations between FE colleges and the National Careers Service has brought tremendous benefits to students:

- Information about employer needs, provider performance and how the sector operates: every efficient market needs informed demand, and every learner needs to know what they can gain from learning
- More Success – learners that make informed choices start courses they want to stay on and are more likely to succeed.
- Quality – learners can make informed choices between providers and select the ones that have the highest standards.
- Diversity – providers respond to the demands and interests of students that are making informed choices.

The National Careers Service has supported the production of this document and welcomes the advice resource that LSIS contributed towards this production. The document highlights some positive examples of joint working between FE Colleges and the National Careers Service and identifies how potential barriers to joint working could be addressed.

Whilst this document was commissioned and produced to facilitate improved joint working between the National Careers Service and FE Colleges, I am pleased to see that its findings will be useful to other providers and organisations who can benefit from working closely with the National Careers Service either as a sub-contractor or by co-locating National Careers Service advisers within its premises.

**Joe Billington, Director, National Careers Service**

## Key facts about the National Careers Service

This section explains the National Careers Service offer and how to access it to:

1. Raise awareness amongst staff that manage/ commission IAG services in colleges about how working with the National Careers Service might complement or add value to the College's existing careers offer.
2. Help staff delivering careers/IAG services in Colleges to understand what services and resources the National Careers Service offers, how they might use these in their own discussions with students and when it might be appropriate to refer students to the service for more in depth careers advice.

### What is the National Careers Service?

The National Careers Service provides information and independent, professional advice on careers, skills and training. The telephone and web service is available to people aged 13 and over across England; the local face-to-face provision is available to adults only. Access arrangements and eligibility criteria are outlined below:

- **online**, via its website - <https://nationalcareersservice.direct.gov.uk>, email, SMS and web chat, Facebook - [facebook.com/nationalcareersservice](https://www.facebook.com/nationalcareersservice) and Twitter - [@nationalcareers](https://twitter.com/nationalcareers)

**Eligibility: from aged 13 upwards**

- **over the phone** by calling **0800 100 900** between 8am and 10pm 7 days a week. Bi-lingual advisers are available to provide support in eight languages between 9am and 5pm
  - Farsi 0800 093 1116
  - French 0800 093 1115
  - Gujarati 0800 093 1119
  - Polish 0800 093 1114
  - Punjabi 0800 093 1333 (9am – 8pm)
  - Somali 0800 093 1555
  - Sylheti 0800 093 1444
  - Urdu 0800 093 1118 (9am – 8pm)

**Eligibility: from aged 13 upwards**



- **face-to-face**, delivered by 11 prime contractors through community-based organisations. Customers can book their own appointments or be referred from other agencies. College staff can find out more about local face-to-face careers service provision by contacting the relevant prime contractor (see page 16 for contact details) or by calling the national helpline on 0800 100 900.

**Eligibility: aged 19 or over (18 or over if a Jobcentre Plus customer on out of work benefits or in custody).**

As part of the Youth Contract the National Careers Service offers a careers advice session to any 18 to 24 year-old within the first 3 months of them registering as unemployed with Jobcentre Plus.

Decisions about where National Careers Service face-to-face delivery is located are the responsibility of 11 National Careers Service prime contractors who, in turn, manage a network of approximately 350 subcontractors in almost 3000 community settings across England. The National Careers Service also works in close partnership with Jobcentre Plus and delivers face-to-face provision direct to serving prisoners.

Current restrictions on Government spending regarding media and marketing activity mean that some potential customers may not be aware of the National Careers Service or understand the full range of information and advice it offers. It is important that Colleges do their best to promote the Service to students and people in their local community.

### What can the National Careers Service offer?

The National Careers Service provides impartial information and professional advice on careers, skills and the labour market supported by qualified advisers. The aim of the National Careers Service is to help customers make more informed decisions about learning and work by:

- identifying existing strengths, skill levels and skill gaps
- understanding the local job market – finding out which sectors are growing, what skills and qualifications employers value and how these can lead to certain careers
- assessing what job types an individual's skills, preferences and abilities are naturally suited towards, perhaps identifying career pathways not previously considered
- motivating individuals to raise their aspirations and manage their career development supported by skills action plans that set out steps to achieve realistic career goals
- finding out about learning opportunities and funding to support learning
- finding out about Apprenticeships, volunteering/ work experience opportunities and where to look for job vacancies
- learning how to demonstrate individual strengths when competing for jobs or other opportunities by developing CVs tailored towards employer requirements, improving interview and presentation skills

- providing advice/support for those facing redundancy, looking to change jobs and/or progress in work
- finding information about other sources of advice and support e.g. for people with learning difficulties and/or disabilities, those with childcare responsibilities or in financial hardship

The website provides careers related information including the skills/entry requirements and salary prospects for 800 different job profiles and labour market information which is quality assured by sector bodies such as the Sector Skills Councils. There are also a range of online tools available to help customers explore their interests, assess their skills, develop an action plan or write a CV. Online forums, web chats and text message facilities are also available. Colleges should make themselves familiar with these online resources and consider how they might be able to integrate them into their own activities.

## Lifelong Learning Accounts

Through the National Careers Service anyone aged 16 and over can open a Lifelong Learning Account. [Lifelong Learning Accounts](#) are free personal online spaces where young people and adults can:

- create and store a CV
- save and retrieve results of a Skills Health Check and course searches
- create, save and update personal action plans
- keep track of learning achievements and courses via a Personal Learning Record.

## The Course Directory and FE Choices

Through the National Careers Service website, customers and advisers can search the directory for a wide variety of courses including adult further education, adult community learning, Apprenticeships, undergraduate and postgraduate degrees and courses that are co-funded by the European Social Fund. In addition, the course directory now accepts the upload of 16-18 provision. The Course Directory is the Skills Funding Agency's database of the further education provision it and the Education Funding Agency funds; and Higher Education courses available through UCAS. It contains information from over 900 learning providers including Colleges, training providers, local education authorities and universities. Work is currently underway with the Skills Funding Agency's contractor to improve both the quality and coverage of the Course Directory.

[FE Choices](#) is the official site for comparing the performance of further education colleges and other organisations that receive Government funding to educate and train people over the age of 16. Course Directory users are provided with a link to FE Choices, to help inform their choice of course. In time the FE Choices information will be integrated with the Course Directory



## National Careers Service co-location with FE Colleges – why and how

This section sets out the different careers delivery models that exist in FE Colleges, what works best and possible barriers to partnership working to:

1. Help FE College staff and National Careers Service contractors to assess potential benefits of joint working and delivering careers advice in an FE College setting.
2. Raise awareness amongst National Careers Service contractors/advisers of the range of IAG services that FE Colleges deliver and how, via drawing upon each other's knowledge and expertise, both organisations could offer customers a more seamless skills and employment journey.

### Why is it important to co-locate the National Careers Service with Colleges?

FE and Skills Ministers see co-location of the National Careers Service within a broad range of organisations as an essential part of making impartial, professional careers advice accessible to all those who need it.

As Colleges are a key focal point for post 16 learning in communities, co-location of the National Careers Service in Colleges is an important part of this

approach. The Association of Colleges and the Skills Funding Agency are working together to explore how we can increase existing levels of co-location in Colleges and also consider how, through partnership working, Colleges might draw together the work of the National Careers Service, Jobcentre Plus and schools.

### What career guidance activities are available through Colleges?

Colleges operate their own careers guidance services and some are also sub-contracted to deliver the National Careers Service. The following list is illustrative of the range of activities available through Colleges:

- access to independent impartial career guidance
- specific advice on College courses/programmes
- advice on apprenticeships
- HE options and applications
- improving individual employability
- getting back to work/getting a job/job search
- specific vocational/labour market advice
- more general labour market information
- improving confidence, supporting motivation and, where appropriate, providing advocacy

These activities may be offered through:

- one-to-one interviews on College premises (pre-arranged and/or referrals)
- drop-in/telephone advice
- tutorial-based activities
- career guidance integrated into the students' programmes at College
- community outreach.

### What does co-location mean?

Co-location, in this context, refers to National Careers Service provision delivered from College premises, via either:

- a National Careers Service sub-contract held by the College, usually following a procurement process (see (i) below)
- involvement in other National Careers Service co-location activities (see (ii) below).

**(i) Colleges as National Careers Service sub-contractors**

Prime contractors regularly review both their delivery venues and their sub-contractors. They are required by the Agency to operate an open and competitive process for securing sub-contractors. Colleges that successfully bid to become National Careers Service sub-contractors are required to:

- deliver face-to-face careers advice to adults in line with the targets, priorities and requirements of the National Careers Service
- use the Customer Relationship Management system and comply with the National Careers Service administrative and skills action plan payment systems
- hold the **matrix** Standard
- participate in Ofsted inspections of the National Careers Service.

As a sub-contractor, Colleges will be required to deliver specific National Careers Service activities and outputs for which they will be paid. Becoming a sub-contractor can bring added value to the College's existing careers offer; for example College based National Careers Service provision may include:

- discrete services for adults, who may not necessarily be students of the College (individually or in groups, on site or in outreach settings)
- additional support for College front-end advice



services so that adults can be offered career guidance

- work in partnership with other agencies such as Jobcentres to provide specific outreach activities for adults in the community

**(ii) Involvement in other National Careers Service co-location activities:**

Colleges that are not formally sub-contracted to the National Careers Service may still be involved in co-location activities through:

- National Careers Service adviser(s) visiting the College to deliver careers advice to adults via an appointment and/or a drop in basis
- The College providing access to the National Careers Service online and/or helpline channels on site
- Signposting to and/or making referrals to and from the National Careers Service

## Developing partnerships

Whereas co-location is about National Careers Service provision delivered from the College premises in line with the requirements of the National Careers Service contracting arrangements, partnership working is broader and may involve more than one partner.

Partnership development is as important as co-location in that it can provide the mutual benefits of extending the reach and raising the profile of the College and the National Careers Service and providing a better, more joined up customer experience. Some examples of possible partnership working are:

- Colleges working with the National Careers Service through a range of local activities and initiatives (e.g. involvement in drop-in/walk-in centres)
- development of specialist services for the National Careers Service prime contractor/sub-contractor network linked to College core knowledge and expertise – e.g. specific labour market information
- more in-depth advice about vocational curriculum through access to specialist tutors and/or taster sessions
- College, National Careers Service and Jobcentre staff sharing training and development activities
- secondments between Colleges and the National Careers Service
- joint working in presentation of services and resources to other providers and stakeholders

(e.g. schools and employers)

- Colleges working alongside the National Careers Service, National Apprenticeship Service, National Citizen Service, employers and other providers to promote learning and career opportunities at career fairs, skills shows etc.
- Colleges providing access to the National Careers Service online service e.g. via a dedicated computer on site
- Colleges providing access to the National Careers Service helpline e.g. via a dedicated phone or access to a phone on site
- National Careers Service promotion through posters, publicity on College premises hosting regional/local National Careers Service events
- development of careers hubs (focal points in localities for career advice for both employed and unemployed young people and adults and school pupils).

## Why get involved?

The benefits to Colleges of working with the National Careers Service are:

- participation in a national service with regional and local networks
- an opportunity to develop co-location and partnership activities with the National Careers Service and its delivery partners
- An opportunity to provide a more comprehensive and integrated advice service to the unemployed, working with jobcentres

- widening and extending the College's reach into the community, especially with schools and voluntary support organisations
- joint training and development
- shared labour market information
- involvement in other local and regional networking activities
- National Careers Service advisers and managers having a better understanding of the College offer and using that to promote the College services to students and employers

## What works best?

Co-location and partnership working is most effective when College and National Careers Service staff:

- understand each others role in relation to careers guidance
- recognise the added value of each organisation's careers offer
- understand and share a commitment to the targets and priorities of each other's respective organisation
- understand the specific benefits to be gained from College involvement and use these to full advantage
- are clear about what is expected for both parties to deliver their services in a way that brings mutual benefits for each organisation and their customers



- recognise restrictions and limitations on both sides and work around them
- have in place appropriate formal/informal agreements that set out roles, responsibilities and agreed co-location/partnership working arrangements
- understand when hand offs/referrals between services are appropriate and how to manage these effectively

### Where are the potential limitations for effective co-location and partnership working?

The potential barriers to effective co-location are:

- lack of clarity regarding expectations between partners
- conflicting priorities and targets which are not acknowledged and resolved
- poor communication leading to misunderstandings amongst staff within the College and/or the National Careers Service
- the responsibilities of other sub-contractors working on College premises are not acknowledged (e.g. if a sub-contractor does not turn up for an appointment it is the College who has to resolve the situation)
- duplication and/or gaps between the National Careers Service and College offer do not bring obvious added value to existing College services
- the National Careers Service's ability to deploy adviser resource and manage delivery in a way that best meets all local demand – where demand

is low co-location of advisers may not be cost effective so partnership working may be more appropriate

- the College's capacity to offer space/facilities that enable National Careers Service advisers to deliver face-to-face careers advice on site when this is not resourced by National Careers Service or used on a regular basis

#### Extract from Careers England paper on members' experiences of co-location:

For co-location to work . . . the host organisation also needs to provide good internet access with printers etc. Laptops fill a gap but they are not really effective due to relying on remote 'dongle' internet access... due to data security, if the action plan is not issued to the client immediately the provider incurs unaffordable postage expenses

- the College's capacity to manage the impact of a potential increase in footfall on site
- if there is a lack of transparency and honesty between parties about progress or how things are developing.
- agreed benefits are not being realised for either or both organisation



## Building co-location and partnership activities – a checklist

This section highlights key aims partners should consider when planning joint working arrangements and how these can be achieved.

This checklist should help FE College and National Careers Service staff to understand and agree what needs to happen to make co-location of careers advice services in Colleges and joint working a success for both organisations.

Some examples in this section have been drawn from the AoC/LSIS Feasibility Report to demonstrate how Colleges are working in partnership with the National Careers Service and other partners.

### Planning and developing co-location and partnership activities

#### 1. Co-location expectations

**Aim:** All parties are clear on the expectations with regard to the co-location of National Careers Service provision with Colleges

How:

- Meetings between prime contractors/local contractors and Colleges to share understanding and build relationships (possibly through regional AoC representatives).
- Clarification of expectations with regard to co-location of the National Careers Service with Colleges.
- Identification of issues that need to be addressed in order to improve both the range and quality of co-located activities.
- Key contacts identified for regular liaison between prime contractors and/or local contractors and Colleges.



## 2. College niche offers

**Aim: Recognition of where Colleges can offer specific resources, information or knowledge not available elsewhere in the National Careers Service sub-contractor**

How:

- Dialogue between Colleges and prime contractors on the specific niche offer that Colleges can provide.
- Identification as to how this can contribute to the National Careers Service offer, either through co-location activities, referrals or other types of partnership working.
- Identification of where else these niche services could be offered (e.g. community outreach, Jobcentres and schools).

The following examples demonstrate how Colleges could develop niche careers offers for the National Careers Service, Jobcentres and/or schools:

### Derby College – bringing together employability skills and careers support:

Derby College launched 'Employment World' in 2009, equipping Jobcentre Plus claimants with the skills required to re-join the workforce. Employment World @ Derby College is an adult only city centre venue where employability skills, specifically tailored to sector/employer requirements, are delivered. Integral to the offer has been Next Step/the National Careers Service providing impartial advice and support for exploring options and progression routes in learning and work.

### Bridgwater College – developing careers guidance offers for schools and unemployed adults:

The College provides funded and commercial training to over 2000 companies... [and] arranges over a thousand work experience placements for its own students each year. . . A recent review of CEIAG provision in the College has led to the decision to offer an enhanced careers service for College students and a CEIAG offer to schools. . .the College made an offer which covered College costs, but was substantially less expensive than the commercial offers for careers advice offered to schools. As a result of these changes, the College is now considering:

- rebranding the CEIAG service internally so that College students and young people dropping in are attracted to advice and guidance services rather than 'Course enquiries'
- offering 19+ guidance from a retail shop front the College has in the town centre, targeting the unemployed, including worker and migrant workers
- providing better support for academic high flyers making applications via UCAS to Russell Group universities, conservatoires and Oxbridge

. . . the [proposed] school CEIAG service is likely to lead to the development of work experience co-ordination for some of the schools.

### 3. Partnership working

#### **Aim: Increasing College involvement in partnership and networking activities with the National Careers Service**

##### How

- Exploration of potential partnership activities between Colleges and the National Careers Service prime contractor that may benefit customers.
- Identification of specialist knowledge in Colleges that would be useful in training and development activities for National Careers Service providers.
- Shared training and development resources (e.g. the National Careers Service Induction Programme) regardless of whether or not the College is a National Careers Service sub-contractor.

##### Examples of how Colleges are working with the National Careers Service and partners:

#### **Cornwall College – delivering the National Careers Service to various partners including outreach delivery on their premises:**

All students are offered the opportunity to receive pre-course, on-course and exit guidance. [We are] anxious that prospective students are successfully matched to the right provision for them. Appointments can be offered at any time of the day or evening, or at the weekend. Much of this work is funded under our [Next Step] sub-contract... and is delivered in association with various partners and usually on their premises. We deliver all the IAG for the Cornwall Probation Service (800 per interventions year), Cornwall Council Adult Education Department (500 interventions per year) and numerous voluntary sector groups (500 interventions per year). The offices and basis of these organisations are spread throughout Cornwall and we go to them.

#### **Barnet and Southgate College – working with partners to deliver integrated skills training, the National Careers Service and enterprise support in one location:**

The Employment and Enterprise Zone is a purpose built centre that brings together a range of complementary service providers to offer advice, information, skills training and recruitment services for learners and employers. From National Careers Service provision through to enterprise support [delivered by the prime contractor for the Enterprise Allowance scheme in North London] and job brokerage activities [provided by DWP], the centre offers an innovative model of delivery that meets the needs of both unemployed learners seeking work and employers seeking the best candidates for their business.

A customer may enter the service at any stage in their career path and immediately be linked to wide-ranging support that might otherwise have been difficult to identify and usually situated in multiple locations. The exchange of knowledge and expertise between service providers also supports integrated practice and enables individual providers to widen their understanding and skills across disciplines whilst maintaining professional specialisms.

#### 4. Referrals and information sharing

**Aim: Ensure appropriate procedures are followed for referral and information sharing between College and the National Careers Service**

How:

- Establishment of arrangements for information sharing (e.g. exchange of information about open days, enrolment dates and unfilled courses from Colleges, and feedback to Colleges from National Careers Service sub-contractor interface with adults in the community).
- Clarification of expectations with regard to referrals between Colleges and the National Careers Service – what information should be collected; what gets passed between parties; how is data security ensured?
- Establishment of arrangements for sharing Labour Marketing Intelligence (LMI) and other local information.

##### **Barnet and Southgate College – how LMI informs careers guidance professional practice and is embedded in IAG to customers.**

LMI data is disseminated to guidance staff on a regular basis. LMI is also used to plan group sessions and external visits, and is part of the curriculum review process. The College uses a range of LMI sources including: regular monthly updates from DWP on labour market trends and live vacancy information; Prospects services updates and LMI training opportunities [Prospects is a National Careers Service Prime Contractor]; information provided by the local authority on planning development and business movement, NOMIS data and LMI drawn from specific employer engagement activities.

The following example is drawn from a UKCES research report on how different types of organisation share career related LMI. It includes case studies on a College and National Careers Service Prime Contractor. A practical guide is also available. See <http://www.ukces.org.uk/publications/using-and-sharing-career-lmi-research-report> and <http://www.ukces.org.uk/publications/using-and-sharing-lmi-to-inform-future-choices>.

##### **GMCP (National Careers Service Prime Contractor) – working with partners to develop and share online LMI resources**

Liverpool City Region Employment and Skills Board secured ESF funding to support GMCP to raise awareness of the priority growth sectors and the opportunities they offer for young people and adults both now and in the future. The 'Jobs for Tomorrow' project was delivered in partnership with Merseyside Colleges Association, 16-19 Sub-Regional Group, Greater Merseyside Learning Providers Federation, Employer Coalition, The Mersey Partnership, Liverpool Science Park, Skills for Logistics, Liverpool Chamber/ Low Carbon Liverpool, Mersey Maritime, National Apprenticeship Service, Jobcentre Plus and Liverpool City Council 14-19 team. A series of resources have been produced which are helping challenge the thinking and career aspirations of young people, their parents/carers and adults as well as helping to inform career guidance practice and curriculum developments within local learning providers. These are available to download from the GMCP website from the Jobs for Tomorrow section. GMCP staff also delivered awareness raising sessions on the growth sectors to local partners, including Colleges and schools.



**Aim: Clarity of expectations and requirements for use of College premises by other National Careers Service contractors/sub-contractors**

How

- Minimum expectations and requirements clarified for all National Careers Service sub-contractors using College premises for either drop-in or pre-arranged appointments.
- Agreement on specific terms of co-location – e.g. number of days, location within College, equipment required (IT, printers, desk, branding), any costs that may be incurred.
- Where appropriate, development of a service level agreement clarifying above expectations.
- Identification of key contacts for liaison, updates and any changes in arrangements (e.g. non-attendance).

**6. Meeting College requirements**

**Aim: All National Careers Service provision meets College health and safety, data protection, confidentiality and quality requirements**

How

Ensure that all National Careers Service advisers working within the College (whether on main site or outreach) understand and comply with College requirements with regard to:

- health and safety
- data protection
- confidentiality
- quality.

## 7. Customer first

### Aim: Benefits to the customer

#### How

- Clarification and agreement on the benefits to customers and rationale for the delivery of services on College premises.
- Clarification on the services to be delivered by each organisation so the different careers offers and hand off/referral points between organisations are understood by staff and customers.
- Recognition of the additional benefits of being able to access the National Careers Service that can be gained from being located on College premises, and how these might be realised
- Undertake regular reviews of co-location arrangements to ensure that the services being delivered are meeting customer needs.

The following example could help inform other Colleges' approaches when considering the benefits to customers of partnership working:

City of Bristol College (hold a National Careers Service sub-contract) – exploring how individuals and organisations interact with the College to improve the customer experience:

The College Development Plan identifies the key actions the College will take to ensure all learners are provided with high quality training and education. One of the key components of this plan is the Gateway Programme which is focused on the quality of customer care and the way individuals and organisations interact with the College. The Gateway Programme brings together a number of projects aimed at transforming the customer experience by delivering:

- a new website
- a new customer relationship management system
- a new student portal called 'My College'
- improved admission and enrolment system
- consistent information, advice and guidance services
- a new College alumni

## How can I contact my local National Careers Service prime contractor?

Region	Prime Contractor	Contact	Email
East Midlands	Nottingham and Nottinghamshire Futures	Emily Jones	Emily.jones@futuresnn.co.uk
East of England	Realise Futures	Debbie Suddards	debbie.suddards@realisefutures.org
London	Prospects Service Ltd	Brenda Cabras	Brenda.cabras@prospects.co.uk
North East	CFBT	Jonny Wright	jonny.wright@cfbt.com
North West - Greater Manchester	Economic Solutions	Carol Jamieson	carol.jamieson@manchester-solutions.co.uk
North West: Merseyside, Cheshire & Warrington, Lancashire and Cumbria	GMCP	Peter Johnson	peter.johnson@connexionslive.com
South East	Babcock	Caroline Scott	caroline.scott@babcock.co.uk
South West: Devon, Cornwall, S&W Somerset & Dorset	Careers South West	Tracey Burley	tracey.burley@careerssw.org
South West: West of England (including North and East Somerset), Gloucs & Wiltshire	Tribal	Mo Wyrill	Mo.Wyrill@tribalgroup.com
West Midlands	CSWP	Linda Gilleard	linda.gilleard@cswp.org.uk
Yorkshire and Humber	Careers Yorkshire and the Humber	Christine Harper	christine.harper@babcock.co.uk

During 2014, the National Careers Service will be re procuring their contracts which will result in changes to the geographical boundaries. Please contact either your local prime contractor or [NationalCareersQuestions@skillsfundingagency.bis.gov.uk](mailto:NationalCareersQuestions@skillsfundingagency.bis.gov.uk) for more information



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