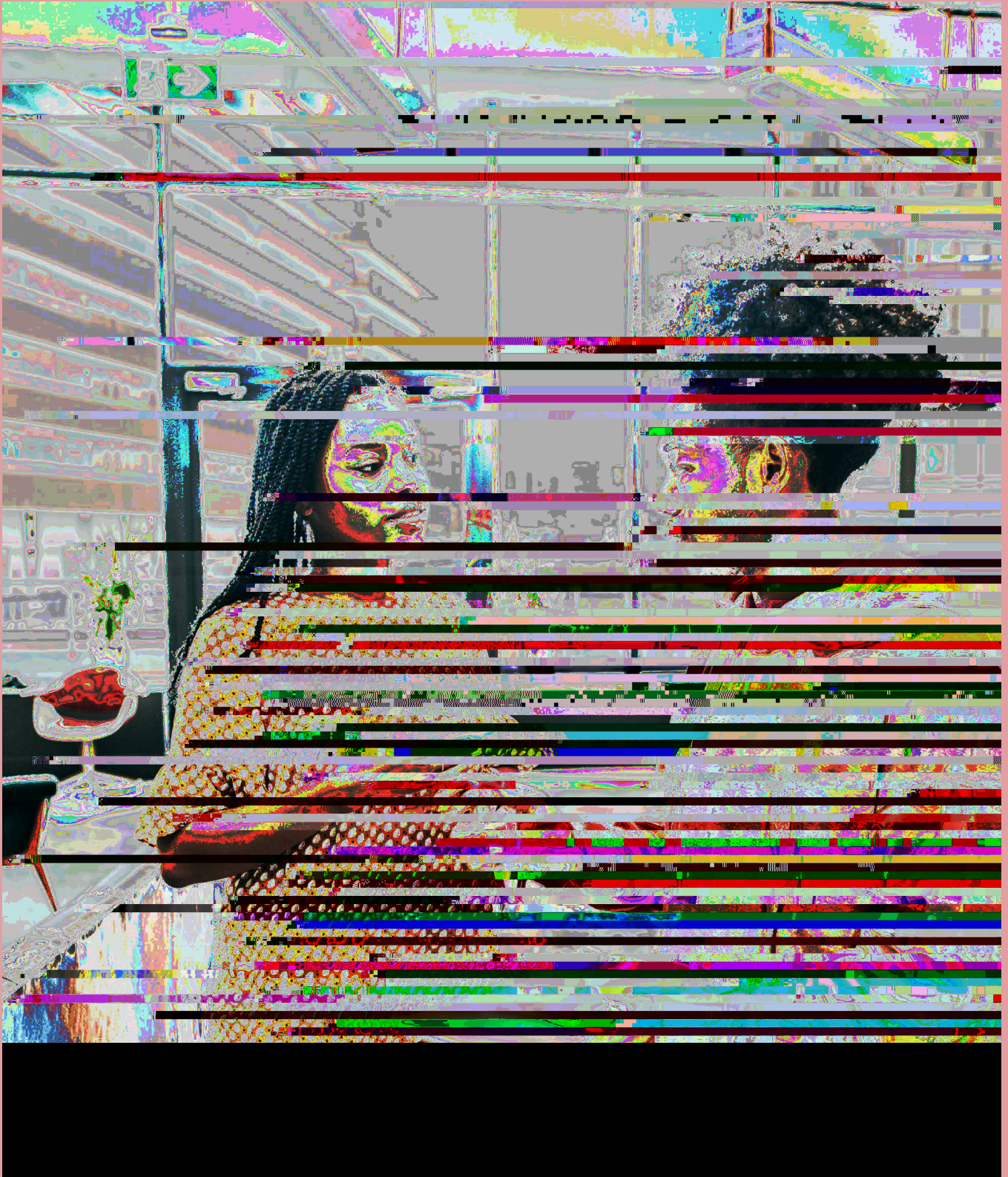


Careers Leadership in Colleges:

Supporting learners
through a 'whole
college' approach

June 2021



8L>HL'9ps 'S'7' , LnL%3Y,...' -n'L>-L'9p' Ynp'

[p. m>4L'pLS'7>Y>AL'] L7' 7>yU'>7's'7pL'96'4LY'

About this paper

to carry out this research into careers leadership in colleges. Three years on



"~/ LBL} AL~ "pLž, dL~} L~" %>LL^%3^>Ln¥%b, ý"pL`Lx.LB"> , ~"p>"> `B LnL%o

"pL~, L, N >LL^%&L>HL^%ps..s-BÝHs-n"pL~L%q, ~%As\$¥", L~%oL"p>"> ~ ~ ~L>~L^%s~
B LnL%o~HÝ...", >nL~ `N^"p, %bÉ s`p`fž ~ /%oLBL`dL`psnp`žÝ>s¥B>LL^%b%o..., ^"s~s-L`É s`p"pL~

3Ý...., ^ ~n~ >LL^%&L>HL^%s%b`L, AwB dL, N5pL~ >LL^%o `fl~"L^...:S%b, } ..>~¥~
, AwB dL ~~LLHÉ >%dL~ TLH", Ý~HL^%b~H`p, É `B>LL^%d>HL^%ps..s%ALs-n`HL dL`LH`s~...>B BL~
É p>">...., >BpL%b`LÉ, `ys-n>-H`p, É ~ >LL^ž ÝA%b~H`fl~"L^...:S%b` H`S%b%b, Ý H`N^"pL^%b%o..., ^"

5pL>đ %pN"ps%L... ^">^L", ... ĄHLŸ...", H>"L's-%ap", ~

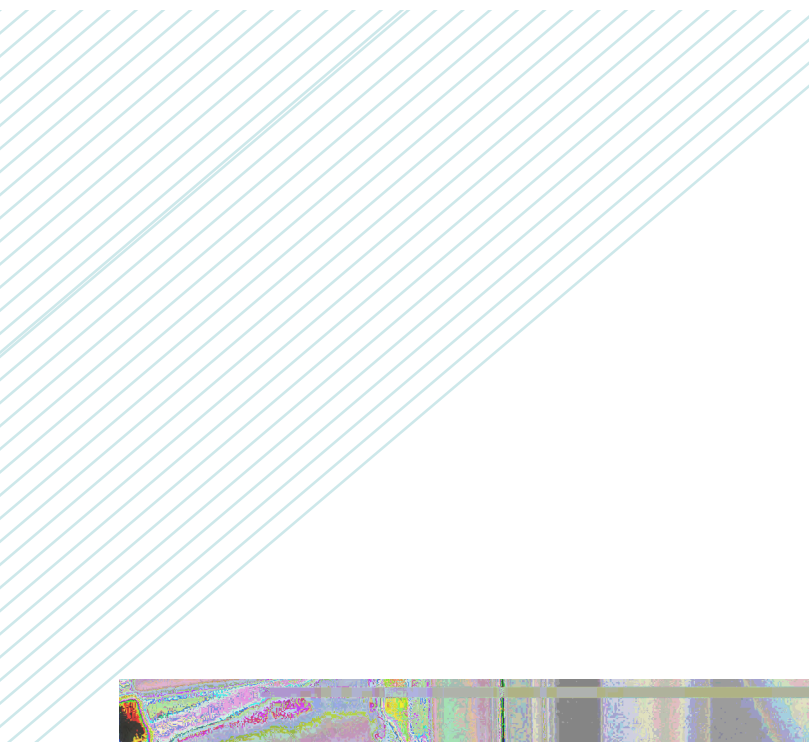
ž, E "B>^LL^%L>HL^%ps.š%bL \$L^LH's...>B"šL ~s-BŸHs-n"pL", L, N >^LL^%L>HL^%A, "p">"%o>"Lnš">-H

5pL} >w^s€¥, NB LnL%o ; N"p, %o~L%o. ~Hs-n", ~
"pL%‰¢L¥~p>H~>~s-y'n, ¢L^~, ^N^~B>^LL^%bHYB> , ~
&L¢L %oNn, ¢L^~, ^L~n>nL} L~"H¢QL^LH>B, %‰pL~
B LnL%‰, } L^L. L^L~BLH^pnp^L¢L %oNL~n>nL} L~" ~
B, } } s} L~">~H%‰...., ^"N, } n, ¢L^~, ^%dN^L^>} ...L~
ALs-n^..>^", NB>^LL^%‰, ^ys-n^n^, Y..%‰~H^.., ¢\$ts-n~
L} .., ¥L^~s-y%‰~H^, B>^>A, Y^} >^yL",, ^"Y~s L%o
^, LnL%‰ pL^L^n, ¢L^~, ^L> , ~%ps.%oLLHLH^

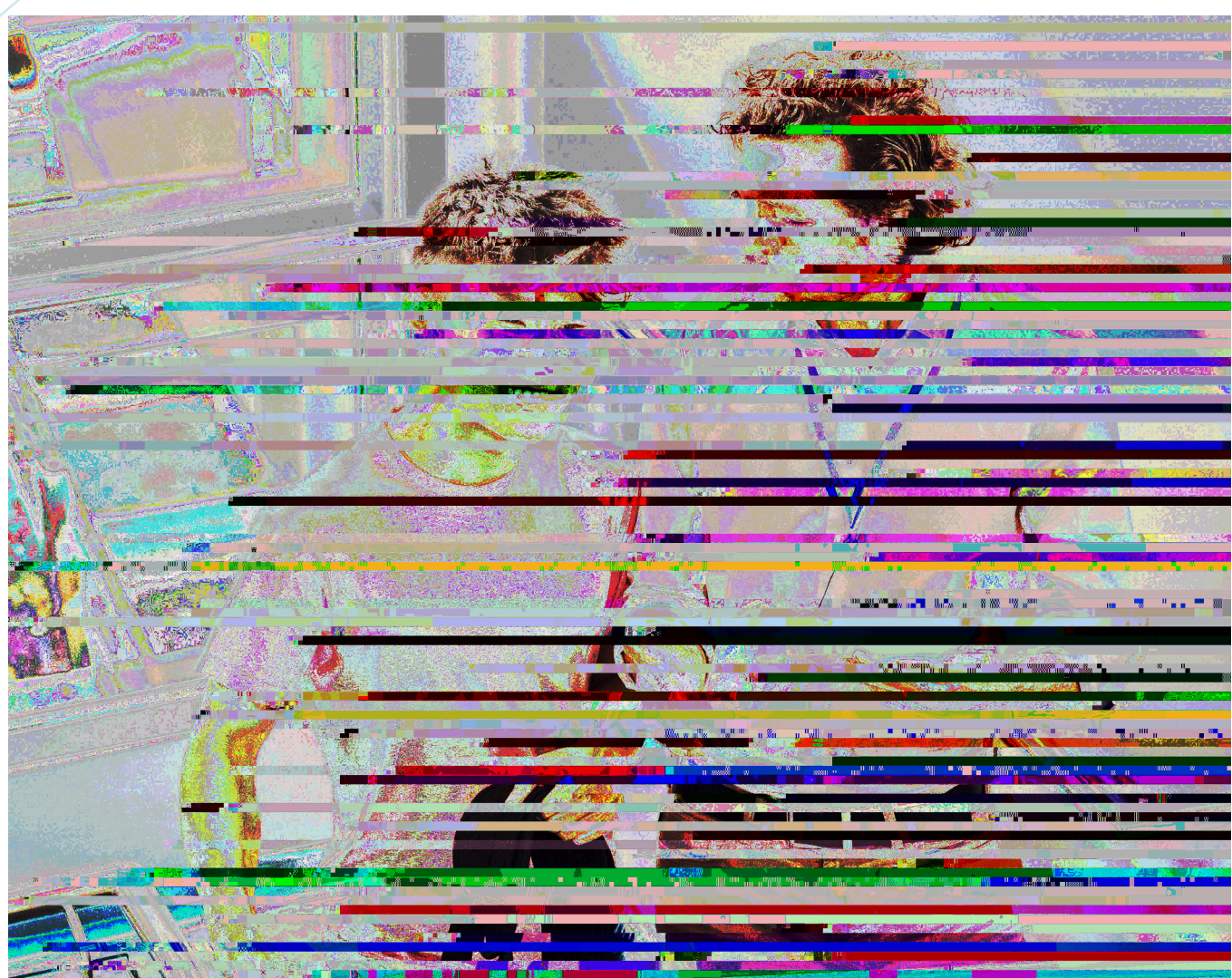
training

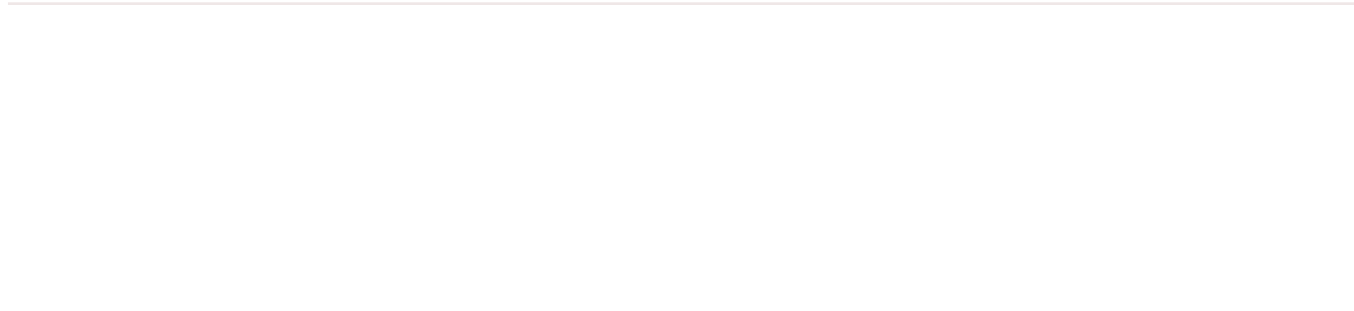
^ > LL^%&L>HL^~^>s-s-n^E >%64.E LH^A^ ~ , N%0^CL^
..>^ Bs.>~"%%%~., %6 CL^L^L^L^~BL^s-~3 ...; C^s-n^
...^>B BL^>~H^%...^ ^ ~n^ >^LL^%&L>HL^%6~"pL^s~, L^
: pL^L^"pL^L^E >%B^s B^%0^ s^~L >"LH", ~"pL^"~>s-s-n^
ALs-n", , ~, ..L^> , ~> %N B^Y%h %6p, , ^BL~"~3, ~

Careers Leaders



5-HY%#%LBNBB --LB's -%L@>Y>'s ->-H
4L~'s-n>L>%W "3 ... 4L) L~
: , 'yE sp" >LL%L>4L% 4L~'s





1. psL / > . . L ^ . . YA \$ pLH's ~ \$ ~ Y > ^ Y ^ % o ^ , Y ^ > ^ LN ^ } ^ nL ~ H > N ^ f Y ^ pL ^ fIH Y B > , ~ " p > ^ \$ % } ... , ¥ L ^ LH % s % N B Y % H " p ^ , Y n p ^ LBp ~ \$ B > LH Y B > , ~ ^ ~ H " p > ^ ... , } , " L % o \$ N L , ~ n ^ L > ^ ~ s ~ n ^ E \$ p ^ L > B p s ~ n ^ L ^ B L L ~ B L ^ 5 p L L } .. p > % % o ~ ^ LBp ~ \$ B > LH Y B > , ~ ^ > y L % M ^ E > ^ H " p L ^ ^ LN ^ } % a ~ ~ , Y ~ B L H s ~ ^ p L ^ 3 > s ~ % A Y ^ ¥ % a L C \$ L E ^ ^ ~ H / , % o ^ 3 y s % a > ~ ^ ^ > ^ LL ^ % H Y B > , ~ ^ E s ^ B ; ~ ^ Y L ^ , ^ ... , C \$ H L ^ > % o , ~ n ^ Y ~ H L ^ . s ~ s ~ n ^ , ~ p \$ % a n L ~ H > s ~ ^ p ^ LL ^ E > ¥ % o

1.

1. pL^N^} LE, ^yN^m, H
2. , Y^, N^ > LL^% YA%
>~Hppp IY> \$Y^ > LL^%
/ > > ... % , ~LH>%a> s^
B>LL^%N^ } > , ~^>~H

2.

Accountability

nY^H~BL^N,) ^ , EL^>nC, N
^ ^ p^LL ... s^ ... > ^ , ^
L~N^ BL^pL^ , yL^ ^ > Y%
, MQLH^, Y~HL^ ^yL^>
^pL^ > B^L^aLE^, NB>LL^%o

Quality and consistency

s^, L^L^ Y^%a nL^ N^L>BpL^%
... N^%a ~> H^L^ ...) L^>
^ ,) ... > ^ > ^ H^ > , ~> ^
> ^ nL^%a ... ^
%a nL^%Y^ BL^ N
n^L^ ^) L^> > %a L^H^>LL^%o
s~N^ } > , ~N^ X, Y~n^

5pL~>đ %oN"ps%dl... ^"~>^L", ...^, fŁHL^Ÿ...", H>"L's-%ap"~

fŁfŁHL~BL^E >%a>"pL^LH"p^, Ÿnp~†Ÿ>~ " > fŁL^~H^
†Ÿ>s> fŁL^>...^, >BpL%o

s-BŸHs-n~"pL~, L~, N^ >^LL^%&L>HL^%A, "p~>"~

fİNLB"sfŁL^>...^, >BpL%đ ^L} ALHHS-n^B>^LL^%B", %%o
>B Lnl^>~HB>"L^s-n^N ^~"pL^HNL^L~"~LLH%oN

>~; ~s-L^%&fŁL^, N^ >^LL^%&L>HL^%đ s^p^%o>"LnsB^
^L%q ~%Ass^ŸN ^~"pLs^B Lnl%B>^LL^%a^, n^>} } L~
"-fŁs>, ~%đ L^L^%o~"~", ~"pL~ fŸ^"pL^fİHYB>, ~
>~H%đ"p^N^ } B Lnl%o~Z^L"~N^ } >, ~
'A, Ÿ"~3Bp, , %đ~H^ ~L%q ~%đđđ L^L^LBLsfŁLH^
>...^, đđ >"L^, ~L, ^LHv F q

%o...^ ~"~"pL^HL sfŁL^, N"pL^Z>"%A^, L~Bp} >^y%o

Ž 2 B ~HŸB' LH' š HL..přŸ>š> ĆL's-L'ĆđŁŁ%Ń sp
>%đ ..L, N' >LL^%&L>HL^%B, %&~>-nL, NB LnL%o

, Ÿ", ~s-L'Ćs>) 3'Ł>} %œ, , } , ~Ćs~L L.p, ~L
fđ HE, ^y'É>%Ÿ-HL^>yL~AL"É LL~f LA^Ÿ>^Ÿ>~H

5pL%đ ..L, NB LnL%Ń >%ŁLB'LHM, } ~>H>">A>%Ł

B, } ...SŁHf, N"p, %Ł"p>"p>HB } ..L"LH"pL~ >LL^%
&L>HL^%ps.š~ , LnL%đŸ'ĆLŸN^5pL~ >LL^%
fl~"L^...SŁŁ, } ..>~Ÿs~\$>Ÿ>^Ÿ>~Hf LA^Ÿ>^Ÿ ~>~H
Ć, Ÿ~"LL^LH", ~>yL...>"s~Ÿ~"pL~L%ŁBp~

~, } s->"LH~ >"LL^%&L>HL^N^~"pLs`B LnL `5pL^L`E >%~
} s, N, L, N >"LL^%&L>HL^s"L^C3.E LL%N^L^>} ..L ~
93L~/^s-Bs.L / sLB", ^`>~Hž L>H, N3"YHL~"3L^C3L%o

5p^LL`B>%o%ŸH%ph EB>%onp, E`LOLB C`B>LL^%o
L>HL^%ps..p>%6, ^yLH^s~..^>B BL ^`L^s-BYHLH^s~
^LLC>~"~%dB, ~%oN^pL~L..^" `5pL`B>%o%ŸH%o
N BY%o~`

LHYB>"š ~`.., C3HL%BL>~s-L%oNB } } Y~3B>"š ~ž~H

2 | Careers leadership roles and responsibilities



5p°LL`HQL`L~"°%>"LnšB` >°LL°%&L>HL^°%°YB°Y°L%°
 ÉL°L`šHL~ TLH°s~°pL~°L%°>°p

college g2D03005330E00er and

°°°°°, ęđ >"L ¥p>N, N°pL~ >°LL°%&L>HL^°%°
 s-¢, ¢LH°s~°pL °%°¢L¥ °°°°°-H°s~°pL`žY>s>"¢L~
 ^L%°>°pÉL°L~..>"°, N°pL~385°>~H°L.., ^°LH°

\$ A ^, L "s° L%°-B°YHLHL`n / sLB°, ^°, N3°YHL~°°
 3Y°...°, ^°° °3L^¢šL%°° sLB°, ^°, N° >°LL°%°°`

°°°°°, ęđ >"L ¥>žY>°L^°, N° >°LL°%&L>HL^°%°ÉL°L~

} L} AL^°, N°°NNE p, °É >%°°~°pL~385 °pš°-y°É >%°°
 , NL~°pL°°šL°/°s-Bs.> °° °%°°°°~"/°s-Bs.>°, ^°>°
 ž L>H°, IV L..>"} L~"

\$ A^, L "s° L%°-B°YHLHL`n °3°YHL~°°3L^¢šL%°°

"~>°NLÉ°, N°pL°%°> L^°B, LnL%°°pL°3°>"LnšB`

L¢L °>%°>°", N°pL°B>°LL°%°hY°B°"š ~°L>} °°°} L~

É p, °pL~°L.., ^°LH°", °>} L} AL^°, N°°NN N^°
 L°>} ..L ž L>H°, N3°YHL~°°3L^¢šL%°°É p, °É >%°°~°

\$ A^, L "s° L%°-B°YHLHL`n ~ >°LL°%°°`

°°%°> °°°°, .., ^°, ~°, N°pL°>°nL^°B, LnL%°°-¢, ¢LH°s~°pL~

, ..L^°>, ~>°° >°LL°%&L>HL^ °pL°, ..L^°>, ~>°° >°LL°%°°
 &L>HL^°L.., ^°LH°", °pL°%°>"LnšB` L>H °pL~, L%°°N
 É pšp°>°L°H°š°%°°H°s~°%°B, ~°° °°°°°

structures in a college group

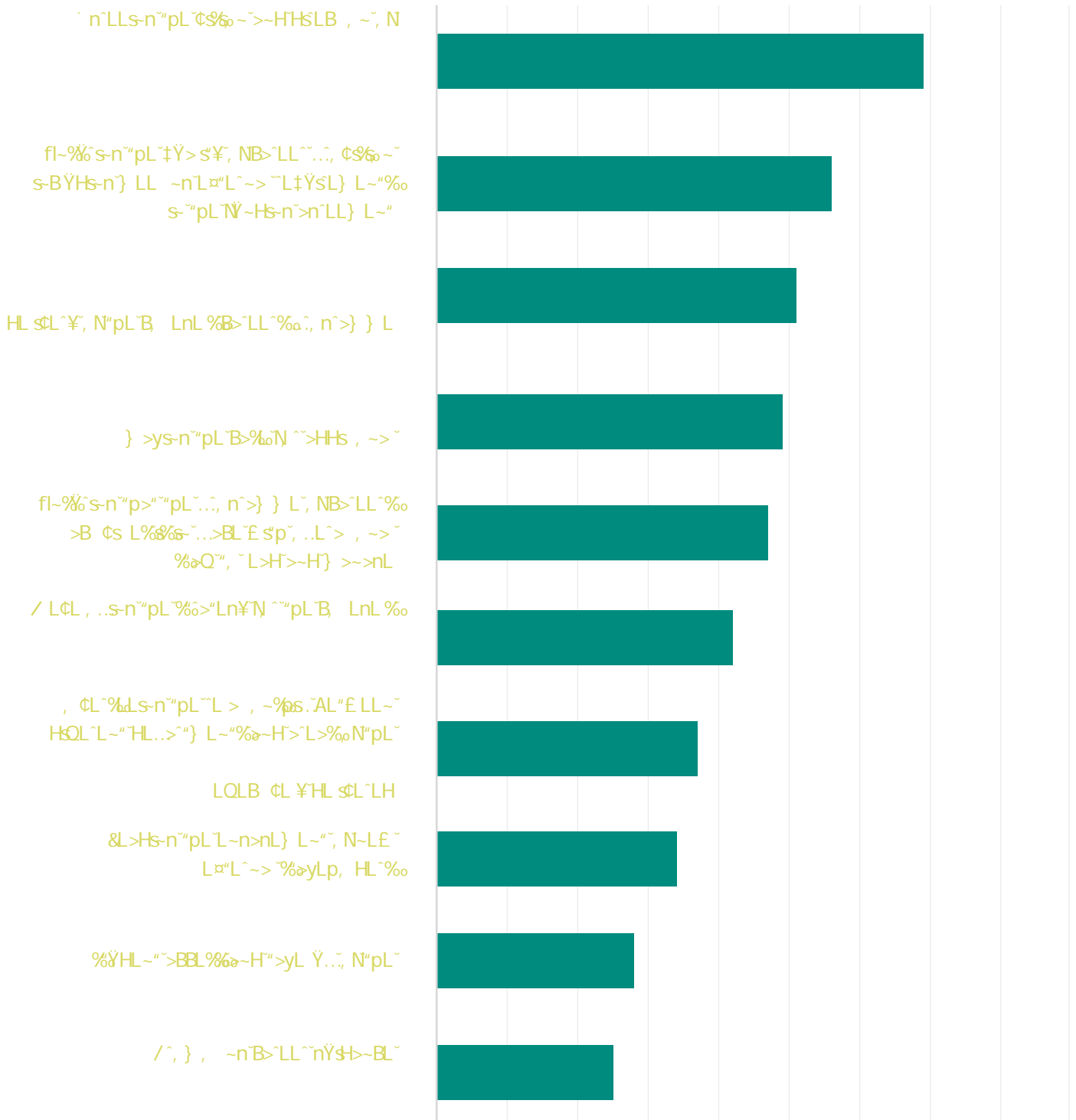
Sp9&=> ..L7p, E%p, E~pL~ >LL7&L>HL~
%aYB^V^LE spa^>B LnLn, Y..B~HQL~

"~>NLÉ, N"pL~>nL%B LnL%qPL^LÉL^L^E, ~>LL^%o
&L>HL^, L%3"~^"LnsB>-H^>~, ..L^>, ~>~>LL^%o
&L>HL^ 5pL, ..L^>, ~>~L>HÉ>%dL%q. ~%A L^N^~"pL~
LQLB CL} >>nL} L~", N"pL^B>LL^%bHYB>, ~"L>} ~

É p, É>%a>"", N"pL~3&5 NLHA>By, ~...; n^L%~HÉL^L~
>AL^", NBY%o~L~%s-nHLCL, ..} L~"~..>~%L^L~
B, ~ -Y> ¥}, C&s-n^É>H%o

~>LL^%&L>HL^%&~%o> L^B LnL%~p^N^} B LnL%o
>-H^"p, %o, ~%onL%L%L^L^, l L~L%q. ~%A L^~, "~
, ~ ¥N^HSLB ~n>-HH^s-n^É>H%qPL^%o>"LnsB^
..>~, ^CS%~AY"~>%oN^, ..L^>, ~> ¥} >>ns-n^>-H^

5pL<^>S , ~s~, L%~H~L%~. ~%Ass L%~>%~L~"~s~"pL~%~L~>">~ L"ELL~ ~>~H~ "pL H~"pL} >S~
 ^L%~. ~%Ass~N ~">%~%~L~ TLH>%~%~>"LnS", L%~7 ~HL~%~Hs~n~"pL'2, L', N' >"LL~%~L>HL~%~", LnL%~
 nY\$HL ~", "pL^B>%~%~"pL%~">%~%~L^L^s~pL^HL, L^H", "pL', ..L^> , ~>~ >LL~%~L>HL~, ^EL^L', L^%~L~"A~>~
 B, } As-> , ~, N%~Q ~s~B~Y~Hs~n~, "pL^385} L} AL~%



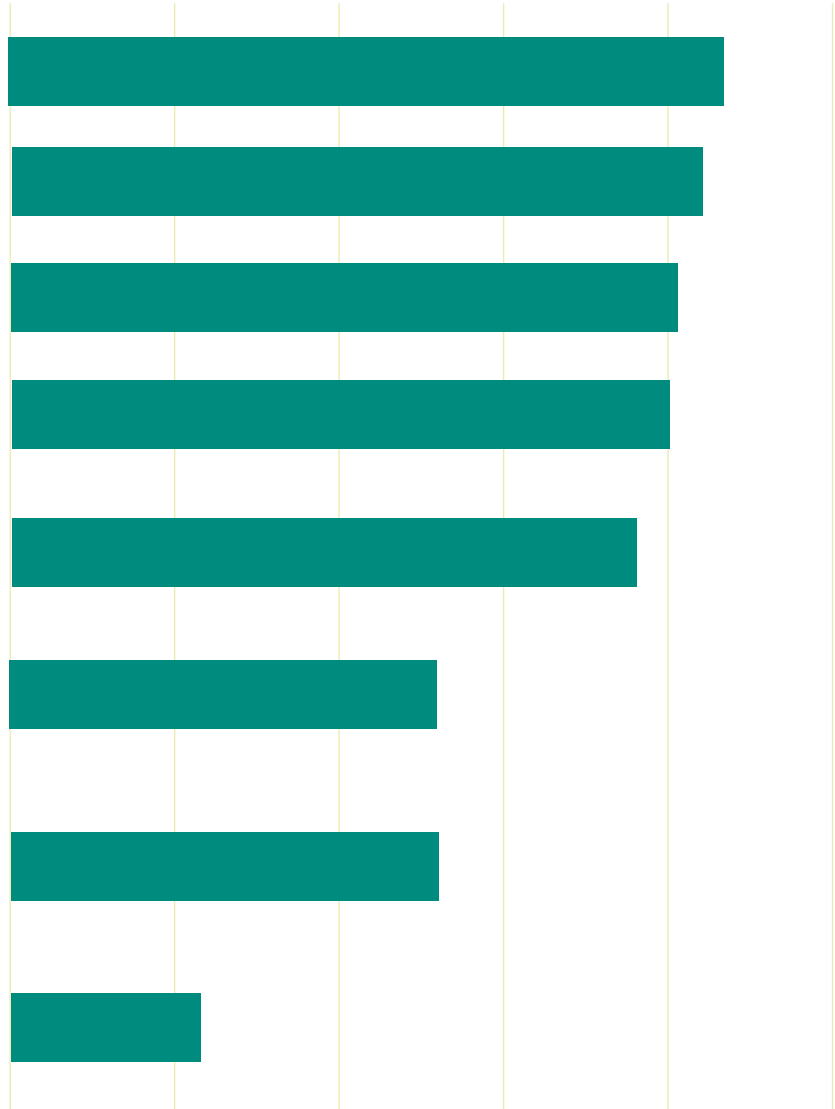
fl-n>nL%ǣ s̄p̄L̄ᾱL̄~> ̄>BB̄L̄H̄s̄> , ~%ǣB̄p̄
>%b̄ >"̄ᾱ, ̄̄1̄ Ÿ>s̄Ÿs̄~ >̄LL̄^%ǣ">-H̄>̄H̄

"-Ǆ, ǄL%ǣ s̄L̄~>-nL̄, N%ǣQ̄s̄~B̄^LL̄~
B̄ -ǄL̄^%ǣ, ~%ǣ>H̄ǄBL̄~>-H̄n̄Ÿs̄t̄~BL̄

/ L̄ s̄L̄^%ǣ s̄L̄^%ǣQ̄"̄>s̄-s̄n̄

B̄ } } s̄ML̄N̄^B̄>LL̄^%ǣ

, ĀWB̄ ǄL%ǣ%ǣa>"̄, N̄p̄L̄B̄ L̄nL̄%ǣ





"~"~s-%B", Ép, L`B LnL>....:, >BpL%É >%B >A, ^> ÇL`
É, `ys-n`p>`s-n`, N`L%q. ~%Ass`>~H, É -L`ps., N

>B Çs`>B, %bLQL`L~"~>L>%pN`pL`B LnL ~`B>LL`%
%o>"LnB...>~É>%BL~"~>~, ~"pS%o>~H ~, N?%`ÇL`>

"p">`>`n~LHÉ`sp`pL` } S%o~~, N`pL`B LnL
3"~>"LnB`B>LL`%d>HL`ps..`pL`LN`L`É>%bd~>%o~`

`L%q. ~%Ass`>~, >A, ^>, ~, ~%o>"Ln`HLÇL, ..} L~"

else plays their part.

and students. At a whole college

, ~L~, N"pL%&BBL%&V~>...:, >BpL%& L~ , ~LHA%&p>N
, N" >^LL^%&L>HL^%&~"pL^%&CL%&~>-H">...:, ɾ >"L %&~
#Y>"L^, N" >^LL^%&L>HL^%&~"pL^#Y>#> CL~L%&^Bp~

", nL"pL~, NB, L>nY%&, N^ } B, } } s^LL%&^>"Ln%&
, ^E, ^ys-n^, Y..%&N B^%&H, ~B>^LL^%&H^B> , ~
5pL%&n^, Y..%&pL..LH", N^ } >#%&"pL^B, >A, ^> CL~>-H

B, LnL^>...:, >Bp~, B>^LL^%&H^B> , ~%&^>"Ln%&~>-H", ~
N B^%&~>Bp%&CL} L~", N"pL^>^%&%, L-Bp} >^y%&

5pL%&"L~HLH", ^s-C, CL~>~>-nL~, N%&^>"Ln%&~>-H"
, ..L^> , ~>^.., %&, ~%&~H^LCL%&N%&~>^s%&, ~

^L...L%&~> CL%&, } B^>^sY^Y} ^>-H^&HL^>^L>%&pL^

group

^>^LL^%&L>HL^N, } ^>} Y ..L%&LZ^H^

, L-Bp} >^y%&-H", ^>%&s-B^L>%&^LCL%&N

LH^B> , ~%&^>"Ln%&N, } %&O>B", %&apL^B LnL^

5pL^, Y..s-BYHLH) L) AL^%&N^pL^L^Y^
^H^ 9^L^/s-Bs>, N^Y^sBY^Y) 9^L^/s-Bs>^
, NBL>^L^&L^%&^sLB, ^%&N^>BY L%&
s-BYH^&n) >yL ^&n^>-H^&^s> Bp~ , n%&
>-H^pL^sLB, ^, N" ...L~ B^%&s%&^>%&

L^L^&-B^> ^>^, ɾ~^L>^&n%&...^>

, N^pL^, Y.., ^L...^A>B^>~^pL^>B , ~%&
>-H, ~^pL^, nL%&ap>^p>HALL^> >HL^, ^
L^> ..L^LH^>B^E>^%&^pL^LHN, } ^pL^L>H^
, N" ...L~ B^%&s%&-H, ^yH^L^&-B^>A, Y^
LCL%&NL) ... ^L^L~&nL) L^>

^n, Y.., N^p%&^Y^L^>^&LL) LHAF^pL^

B LnL^, L~%&L^p>^> ^pL^LCL>~%&OEL^L^

ɾ %&N^pL^>^LL^%&H^B> , ~%&^>"Ln%& 5pL^
%&H^p>^LCL^%&-L^, >} >A G ^>} ..L^>-H^ 1

B>LL^%bHŸB> , ~>~LçL ~, N%o>"LnS\$§ ... ^">-BL~>-H"

B>%d%o~ >^LL^%dL>HL^%>yLH", NnL~L^> ~n>B , ~%d^~

} LL ~n%öpS%pL ..LH", %p>L~L%q. ~%Ass¥ŸN^B>LL^%o
LHŸB> , ~>B', %pL~Ép, L'B, LnL ~>-HL~%LH"

HLçL , ..s-n^..>B BLs~"pLs~%dBSŸB>^L>>-H^L.., ^ ~n~
A>By~, ~"pL'n, Ÿ...öpL'B, ~%oŸB", N"pL'n, Ÿ...L~%LH"

"pL^LN^L^HL%aa-LH", Ÿ..H>"L} L} AL^%o~B>LL^%o

>-H^.., "L~ > %oŸ , ~%öpLs~, L'É >%a>^ BŸ >^ ¥
§ ... ^">~"s~L~%L's-n~"p>"B>LL^%bHŸB> , ~>~H"

É \$HL^%o>"Ln¥>-H"p>"> ~s-H\$ŸŸ> } L} AL^%d, } ~
>B', %pL'B, LnL^ÉL^L^>BB, Ÿ~">AL^N^~s%a^, n^L%o~ ~

""É >%B, ~%dL^LH"p>"N^~n^, Ÿ..%o, ^AL^LQLB çL ~
"pL¥%p Ÿ H's-ç, çL^%oQ} L} AL^%d, } ~> ~LçL %oN
%o-s ^s¥>-H>B', %pL^A^L>H"p, N"pL'B, LnL ~"pS%o
L~%LH"p>"B>LL^%bHŸB> , ~É >%dŸ ¥s-"Ln^>"LH">-H"
LçL^¥, -LŸ~HL^%o, H's%ç>ŸL ~BŸHs-n} L} AL^%oN

SpLLE >% %>% -n%... " CLLE> , -%ps :

LHŸB> , ~ÉL^L^HLL} LH^AŸ~ >^LL^%&L>HL^%‰ ^AL^
..>^ BŸ >^ Ÿ%‰...^ ^ ÇL^>%:pLŸp>H^>ŸLL~^s-^L^L%‰>-H^
É, ^yLH^Ÿ^L^>} ...L^>%‰ N%bH^s-%dL^B^, ^%‰>%a>^"~, N

2LÇdLÉ s-n^>-H^HLÇL, ..} L~", N^pL^B^LL^%‰QL^
É>%‰ %‰ s^ . 1 ^J v %‰L HL^



a really solid background in
careers and I know that they

. ŸsHs-nŸ...L >"s ~%ps.%f s'p%eNN", ~nL"~"pL} ~, ~

s-B>LL^%eB's's¥ 5p9%-BŸHLHB, %eE, ^ys-nŸ ~
"p, %e~L%q. ~%eLŸ ^BŸ^sBŸ Ÿ} ~9eL~/^s-Bs.> ~
/ L..Ÿ"Ÿ/^s-Bs.> ~ Ÿ^sBŸ Ÿ} ~) >~>nL^%e, Lx., L~
p, E B>LL^%B Ÿ H'AL'B ~"Lx"Ÿ>9eH's-HL sL^Ÿ>~H
", ñsL~L%q. ~%Ass"Ÿ", %e-s ~%eNN>~H"p, %e>"

...>~s-n", L~%L~"pLŸ>LŸ...", H>"L'f sp~

3" > "LnL%ŷ%hTAŷB LnL%ŷ ^L~n>ns-n L> ^L^%

"p", Ŷnp BŶ^ŷ Ŷ} ...>~s-n N ^L>} ...L } >...s-n

"pL^LN ^L^s-BŶHL N ^L>} ...L Hŷ%6n >A, Ŷ^

':" "†rroužm] t;-um;uv |_uo†] |_ov; bm 1ott;];7 |_- -bl %v |o b7;m
1-u;;uv -m7 %b7;u v;u^b1;v

':":• "†rroužm] ^†tm;u-0t; t;-um;uv m1; b7;mžC;77 0;vroh; v†rrou| %v ruo^
-ut< b7;mžC1-žom o= t;-um;uv %_o lb]euhbm]†tm;u-0t;]uo†r o= t;-um;uv bm vr
ou <-| ubvh= P;:]: t;-um;uv %b|_ " 7u;=v;†;Š;4v7;|+0;v;u -vrbu-žomv -m7 ruo
=uol 7bv-7^-m|-];7 0-1h]uo†m7vQ %v v-b7 |o 0; h;<
7†ubm] |_; bm|;u^b;%v: Š-lrt;v %;u;|;b|v m 7 %ouhbm] v†rrou| |;-lv7 =ou ;Š-l
%b|_ v1_oov |o b7;mž=< u;t;^-m| t;-um;uv;†m7 le7;m1;7 u;vbtb;m1; -m7 |o _;
v†rrou| |_;bu 7;1bvbomJl-hbm] -m7 |y;†;v†ruorub;†m7 1_ob1;v: "r;1bC1 ruo]u-ll
vol;žl;v r†| bm rt-1;7 =ou ;Š-lrt;7 om; -u
;-7;u l;mžom;7 - ruo]u-ll; -bl;7 -| t;-um;
lb]_| mo| 0; u;-7< |o ;muot om - =†tt 1o†
%-m| |o=otto% 7b@;u;m| 1-u;;u oržomv:
)ouhbm] 1tov;t< %b|_ -m7 7;^;torbm]]oo7
-1uovv - u-m]; o= 1ott;]; v;u^b1;v -m7 7;
%-v v;;m -v -m ;@;1ž^; v|u-|;]< 0< |_ov; b

|o v†rrou| ^†tm;u-0t; t;-um;uv bm |;ulv o
v|;rv -m7 ruo]u;vrbom r-|_%v7 |o rubou
|o 1-u;;uv bm|;u^b;%v7 -m7 |o o@;u bm=
-m7]†b7-m1; =ou |_;v; t;-um;uv: omb|ou
o= ruo]u;vv %v-†v;7 |o ;mv†u; |_-| |_; v
u;v†tžm] bm -rruorub-|; 1_ob1;v -m7 7;vž
|_;u ;Š-lrt;v bm1t†7;7 ruoložm] %b7;mb
r-už1br-žom v1_;l;v7 tb-bvbm] %b|_ ;Š|;
o= ;lrto<;u l;m|oubm]7 ruo^b7bm] l-v|;u1t
%ouh rt-1;l;m|v: \$_bv hbm7 o= v†rrou| %
ru;^bo†vt< 0;;m ;tb]b0t; =ou †rbt u;lb†l

· ~-LLHN ^~>%#%L} ~"p>"B>~"~>By L>^~L~%#p^, Ynp~
HBNL~L~".p>%#%N"pLS~L>^~s-n~wY^~L¥~, ~L~



4.1.1 Careers leadership role and working with the

5pL } >w~s¥~ , N%‰¢L¥~L%q, -HL~“%d...r, ~“LH”
“p>”§ } ..L} L~“> , ~, N“pLZ }>“%‰¥, L~Bp} >~y%p>H”

5p‰‰ >%‰Bp, LHA¥“pL~s-“L^¢£.£LL%‰~“pL~†Y>s> ¢L~

5pL^AL~Bp} >~y%‰ L^L~“p, Ynp”~ , ... , ¢\$HL^N BÝ%‰

s-“L^~> %‰YB”Y^L%‰-H^E >¥%‰NE, ^ys-n^E \$ps~
“pL^B Lnl%¢pL~>“s -> § } ..L} L~“>“s ~, N“pL~
AL~Bp} >~y%p>H”>\$LH^>BBL...>-BL^N, } ^B Lnl%‰NN

f, ~ ~ >LL^%&L>HL^%pL^B>^s¥, N“pL^AL~Bp} >~y%‰
E>%‰^>‰dH^>%‰%¢ } ..L~>-HBL>^ } , HL ~, N , E ~
..>“\$BÝ >^ ¥N ~“p, %‰“p>“EL^L^L%‰‰} ss^~E\$ps~

things that underpin the careers

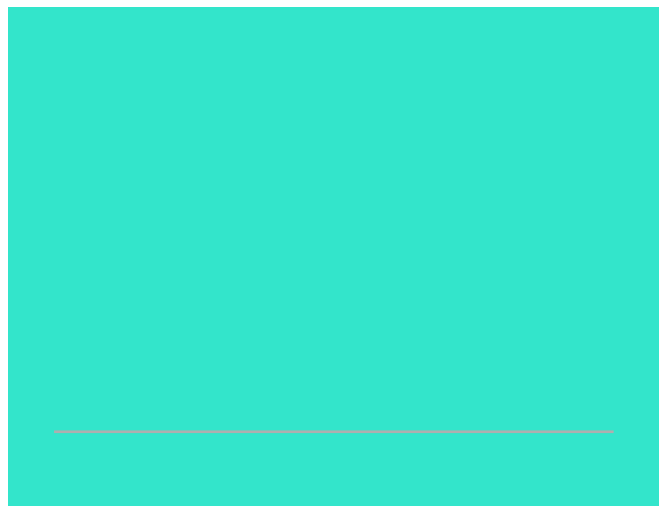


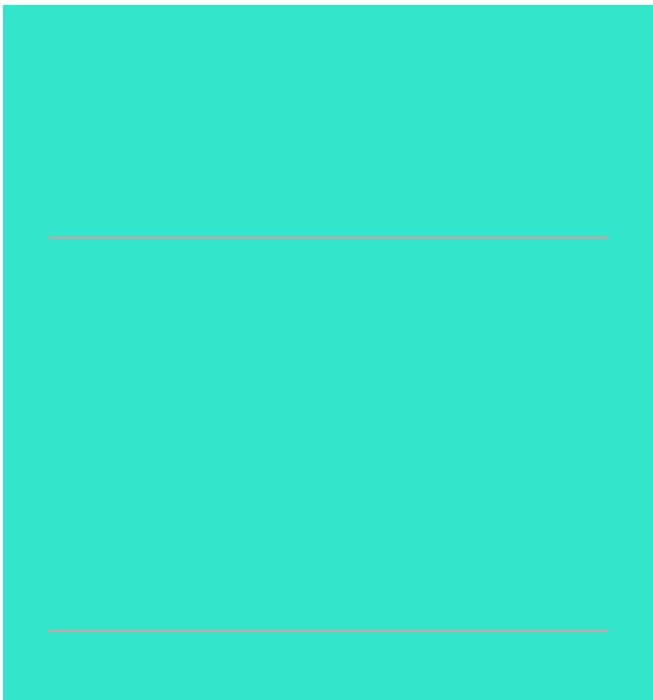
AL~LT™LHN, } >Hs , ~> TV~Hs-nHYL™, ~pL
§ ...L} L~"> , ~, N"pL~AL~Bp} >y%ϕpL¥~L... ^"LH"p>~
"pLZ >"%¥. L~Bp} >y%ϕ>HALL~"pLH's-s-n^BL
ALps-H~>S&n~pL~B~LL^%bHYB> , ~... , T L'E p\$Bp̄p>H
pL ..LH~pL~B LnL^AYsH>B>%oN ^} , ^L's-CL%} L~"s~
B>LL^%bHYB> , ~>~H~pL~LLHN ^>Hs , ~> TV~Hs-n~
^ } s, ^s¥, N"pL~ >LL^%&L>HL^%&~ >nL^B LnL%o
"p, Ynp~"p>~§ ...L} L~"> , ~, N"pL~AL~Bp} >y%o

LHYB> , ~>~H~pL¥p>H's-B'L>%bHE, ^y, >H 5pL
N>} LE, ^y'E >%B, ~%bL^LH", ^AL~, , B ~%o>s-s-n~, "
> , E s-n^B LnL%o HLCL, ...pLS~, E ~...>~%o~
N ^} Y >"L'E >%%o } , ~s, ~... , n^L%o



Our health and social care





† †L̃ >LL̃%&L>HL̃%L̃^C̃L̃L̃HH̃H̃~ , "ps-y"p>~
"pL̃"̃>s-s-ñĒ>%ŵ̃>AL̃" , "pL̃B L̃nL̃B ~L̃"̃3 } L̃
 , Ñ"pL̃%̃B } } L~"LH̃"p>"pL̃"̃>s-s-ñĒ>%̃ , %̃p̃ , ~
BL~"̃B̃ĒĒp̃ , ~L̃NL̃ s-ñyL̃>~ , Y"̃L̃^5pL̃>BBL̃..LH̃
"p>"̃p̃S̃L̃j LB̃LHB̃ L̃nL̃%̃ALS-ñC̃>%̃̃ , Y"~Y} AL̃^LH̃

"̃>s-s-ñ , Ñ%̃Q̃s-Ēđ %

..NL̃^LH̃"pL̃"̃>s-s-ñ" , ĀL̃"̃>s , ^LH̃" , "pL̃B L̃nL̃
B , ~L̃"̃>-H̃C̃ , B> , ~>~LLH̃%̃L̃j LB̃ ~ñ"pL̃H̃QL̃L̃~"
ys-H̃%̃NB>LL̃%̃. , ñ>} } L̃%̃-H̃HL̃ †L̃^"̃p>"̃L̃S̃%̃S̃~

"~"L̃} %̃ÑL̃L̃C̃>-B̃" , " , L̃^>NL̃Ē , Ñ"pL̃"̃ >LL̃%̃
&L̃>HL̃%̃p̃ , Ynp̃"̃p>"̃pL̃"̃>s-s-ñĒ>%̃ , ~ , ..L̃> , ~>~
Ē ps%̃ "pL̃^%̃Ā Ā-H̃"pL̃"̃>s-s-ñ" , p̃>C̃L̃L̃. >-HLH̃"pL̃
ÃL̃>H̃p̃ , Ñ"pL̃S̃"̃ps-ys-ñĀĀALS-ñ} , ĀL̃%̃>"L̃ñB̃>-H̃
L̃%̃Ā B̃Ỹ%̃ĀH̃ , ~H̃>Ā " , H̃>ĀHL̃ †L̃^"̃

Ē >%̃ , "̃"̃>s , ^LH̃L̃~ , Ynp̃" , Ē >H̃%̃pL̃H̃QL̃L̃~"̃L̃C̃L̃ %̃
 , Ñ"pL̃"̃ , L̃^s-B̃ỸH̃s-ñ"p , %̃~L̃Ē , ^} , ^L̃L̃%̃Ã S̃p̃L̃H̃
5pL̃>%̃ĀnL̃%̃L̃H̃"p>"̃"̃>s-s-ñ%̃ Ā H̃ĀL̃} s-H̃Ñ , Ñ"pL̃

H̃QL̃L̃~"̃ , L̃%̃^L̃C̃L̃ , ÑL̃%̃. ~%̃ĀS̃>Ā , Ñ"p , %̃s~"pL̃
%̃>"L̃ñB̃ L̃>HL̃^%̃s... , %̃ , ~





"~"pL`‡Ÿ>ŝ> ƒL`~L%>^Bp`~ >^LL`%&L>HL`%& L`L`
nL~L`> ¥`., %& ƒL`>A, Ÿ"~ >^LL`%& ŸA%&ƒpL¥ƒ>ŸLH`

the FE context

"~%oj L`B LnL%`pL~, L~, N"pL`fi~"L...`S%` HcS%`
5pS%`-B`YHLH`}, `Cs-n`N, } `E, `ys-n`>B, %`%`dL`>`
p>`CL` } s-`đ >`đ ...>B`"H`Y`L`", `pL`%`B>`L`, N"pL`B LnL`
, `s-`%`dL`B`B`HL...>`"} L~`%`dL~` TLH`>%`oLLHs-n`
..>` B`Y`>`pL`...`

role to suit the college context

">nL`Z`I`f`B LnL`N`Y`-H`p>`Y`%`n`pL`
"Y", L) ALHB>`LL`%`dL`Y`B> , ~`H`H`-, "E, "y"
HL...") L~`%`pL`Y`p>`H~, ") , dL`H`N`"E>`H`%`

fi~"L^...S%~ HcS%~y~, E LHnL`Lx.L^d~BL^>~H`
Lx.L^ %~>...L>^LH", ^AL^>%aa~fB>~"NB", ^s~
HL"L^} s-s-n~pL^%BBL%N~pL^fi~"L^...S%~ HcS%~
}, HL ~ ^NL^E ~ >^LL^%&L>HL^%B } } L~"LH"p>~"pLs~
fi~"L^...S%~ HcS%~E >%o, "~..>^ B^Y >^ ¥pL ..N^ ~, "~

B, Y H%oY^BL^"pL} %oCL%E >%o, "~..>, >B CL^L~, Ynp~
, ~>ByLH^>~Y~HL^%o~Hs-n~, NB>^LL^%bHYB> , ~

E >%E L %YsLH", ~"pL~, ^n>~S%o , ~> B^Y ^Y^L~, N^pL~

, "pL^~} .., ^">~"NB", ^%p3np snp"LHFA¥~ >^LL^%&L>HL^%o

~, LnL^%pL^>~H^%YH¥...; n^>} } L^...; N&L^3LCL^>~

%sLH", ~>nL^B LnL%E pL^L~"pL^L^>L^>~>nL~, N
%AwB"~>L>%B } ..>LH", ^Bp, , %E pL^L^%YHL~"%o
H, ~, "~%d.Bs>S%~", ~"pL^%} L^Lx"L~"

9, B"š -> ~>~Y^L~, NB LnL%o.>^"B^Y >^ ¥E pL^L~

"p>~fi~"L^...S%~ HcS%~%B, Y H~, "~>HH^%a~sNB>~" ¥

5pL^L^E L^L^>NLE yL¥>^L>%e^, Y~HE pSp~ >^LL^%o

· HCS%e%B, Y H^đ ...^, CL~"pLS^%a..., ^"N^B LnL%o

ž >N, N"pL~ >^LL^%&L>HL^%e-"L^Cđ.E LH
sHL~ TLH"pS%e%pL^>^L>E Sp~"pL^>^nL%ā>..%e~

%đH"p>"~"pL¥E, Y H^>...:LBs"L^s-B^L>%đH^pL ...N, } ~

