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Designing and delivering pre-apprenticeships

Bright Light
England



Bright
Light

Bright Light *England*

Case study summary

Bright Light¹ is a pilot pre-apprenticeship programme delivered by Catch22² in partnership with The Children's Society³. The main aims of Bright Light are to progress care leavers into apprenticeships, and to understand the barriers associated with this, develop solutions, share learning and influence national policy. Bright Light is specifically targeted at care leavers aged 16-25 years old who are willing and able to start an apprenticeship within the next 12 months, or ready to start education and training opportunities in the next 3-12 months.

Bright Light is delivered under a bespoke, person centered model, whereby each care leaver is provided with one to one support from a Career Coach, access to career opportunities, training, and a range of self-development activities.

The support is based on a flexible coaching model designed to provide holistic, wrap around support to each young person, with strong links to a range of specialist provision to help care leavers overcome their individual barriers to employment.

This case study details a unique pre-apprenticeship programme targeted at a group of young people who are highly disadvantaged and are under-represented in apprenticeships and other education and training outcomes. It specifically highlights the valuable role of a one-to-one coaching model in building motivation, confidence, and transversal skills amongst young people from disadvantaged backgrounds.

¹ <https://www.catch-22.org.uk/services/bright-light/>

² <https://www.catch-22.org.uk/>

³ <https://www.childrenssociety.org.uk/>



Country context

Apprenticeships are available to anyone over the age of 16 living in England and combine a job with training. Training takes place both in the workplace and off the job, typically in a college or at a training centre. Most sectors of the economy offer apprenticeship opportunities in a wide range of job roles. There are four different levels of apprenticeship: intermediate, advanced, higher and degree level. The length of an apprenticeship depends on a number of factors, such as the level of the apprenticeship and the chosen sector. Intermediate apprenticeships typically last between one year and 18 months. Advanced apprenticeships are usually over two years. Higher and degree apprenticeships take three to-six years to complete.

Apprenticeships are a key government policy priority in England. Successive governments have reformed the way in which apprenticeships are funded and delivered in order to drive economic growth by meeting employers' skills needs and boost social mobility by extending opportunity.

Government-funded pre-apprenticeships/pre-employment support for young people is delivered under the brand name 'traineeships'. Traineeships were introduced in 2013 and are aimed at young people aged 16-24, or young people with Learning Difficulty Assessments or Education, Health and Care Plans up to the age of 25.

Statistics⁴ from May 2020 showed that the proportion of young people who are NEET (not in education, employment, or training) increased by 41,000 on the quarter, reaching 1.042 million, which is just over 15% of the youth population.

Claimant unemployment for young people has increased rapidly since the start of the coronavirus crisis. It showed that there are 526,400 18-24-year olds claiming unemployment-related benefits, an increase of 124% since March 2020 and the highest figure since September 1996.

Latest figures⁵ show the huge impact of the coronavirus pandemic on apprenticeships in England, with the number of apprenticeships starts remaining well below pre-crisis levels. Training providers reported a total of 9,000 starts in May 2020 which is a 60% drop compared to May 2019. Young people have been hit the hardest, with the number of starts for 16-18 year olds dropping by 79% since last year.

Even prior to the pandemic care leavers were under-represented in apprenticeships in England. The government have taken steps to address this, including the introduction of £1,000 bursary payments for care leavers if they choose to do an apprenticeship, and incentive payments for providers and employers.



Catch22 and The Children's Society

Catch22 is a not for profit business with a social mission. They have designed and delivered services that build resilience and aspiration in people and communities across the UK for the last 200 years, for example by offering apprenticeship programmes and initiatives to help people into work. They offer learning and training opportunities for young people who don't want to stay in a traditional academic environment and support those who have struggled to find work through conventional routes.

The Children's Society is a UK charity that is committed to directly improving the lives of children and young people for whom it provides services, and to creating a positive shift in social attitudes to improve the situation facing all children and young people.

**catch
22**

**The
Children's
Society**

⁴ [Young people not in education, employment or training \(NEET\). UK - Office for National Statistics \(ons.gov.uk\)](https://www.gov.uk/government/statistics/apprenticeships-and-traineeships-july-2020)

⁵ <https://www.gov.uk/government/statistics/apprenticeships-and-traineeships-july-2020>

The Bright Light pre-apprenticeship

The Bright Light programme is a partnership project being delivered by Catch22 and The Children's Society. The main aims of this pilot programme is to progress care leavers into apprenticeships, and to understand the barriers associated with this, develop solutions, share learning and influence national policy. The project aims to explore what factors and support must be in place to effectively support care leavers into career opportunities, including progression into apprenticeships, employment, education and training. The project aims to tackle the barriers that care leavers face in securing apprenticeships as a way of closing the gap in achievement and outcomes compared to their peers

Bright Light is a bespoke pre-apprenticeship programme designed to support care leavers aged 16-25 years into apprenticeships, employment, education or training, whilst enabling them to build confidence, overcome barriers and realise their potential. The programme is specifically targeted at care leavers, 16-25 years old, who are willing and able to start an apprenticeship within the next 12 months, or ready to start education and training opportunities in the next 3-12 months.

Evidence consistently shows that young people who have been in care face multiple disadvantage and do not have the same life chances as other young people. As a result, the educational outcomes that care leavers achieve are often lower than their peers and they are often unable to make effective transitions into sustained employment.

Effective and sustained transitions into good quality employment can impact care leavers' lives in a range of ways, including having a positive impact on their housing status, relationships, self-esteem emotional growth and mental health. Likewise, the negative effects of unemployment, or under-employment, can include sustained poverty, homelessness, and an increased likelihood of criminal activity.

There are persistent gaps in current provision in the UK that impact negatively on care leavers' chances of accessing and doing well in good quality employment. These include:

- Ineffective pathways into work for care leavers. Existing programmes or opportunities that aim to prepare and support disadvantaged young people to access apprenticeships or employment are often inaccessible or inappropriate for care leavers.
- Lack of post-programme and in-work support. Provision for care leavers focuses primarily on preparing young people for the workplace. It does not provide support at the point of transition or during the early stages of employment.
- Gaps in local authority support to meet the wider, and diverse, needs of care leavers before supporting them to access employment.

The pilot has been funded for two and a half years, and during this time, the project aims to support 40 care leavers to complete an apprenticeship and 40 more care leavers to progress into employment, training or education outcomes. It also aims to positively engage a further 80 care leavers over the lifetime of the project.

Through building a strong and trusted relationship with each participant, the project aims to support care leavers into apprenticeship opportunities by providing them with:

- Stable personal circumstances to start thinking about a career.
- The skills and confidence required to apply for opportunities.
- Tailored and expert advice to succeed through an application process.
- Coordinated and sustained support.



Recruitment and referrals

Catch22 have developed partnerships with local authorities in London who support care leavers. Personal advisors from these local authorities can make a referral to the Bright Light pre-apprenticeship. This approach has been effective as it has allowed personal advisors to work with young people to make a realistic assessment of whether the Bright Light programme is a good next step for them as they leave care.

'We could have taken referrals, for example, from YOT teams or Jobcentre, where they are recognised as care leavers. But ultimately for us, it was important that we have an involvement with their personal advisor or their social worker. Ultimately, they're the people that are their corporate parent, or they're the ones that have their pathway plan, it was really important that we had that relationship. For me, it just made sense that the referral come straight from that source, and actually, working with those young people, they would truly recognise those that were ready for the programme, and for the quality of service and not diluting that, it meant that we could embed ourselves within those local authorities where we built those relationships, and not dilute what we're doing.' - **Operations and Compliance Manager, Bright Light.**

Model of delivery

Bright Light adopts a person-centered model, whereby each care leaver is provided with one to one support from a Career Coach, access to career opportunities and a range of self-development activities. This approach is designed to provide a holistic, wrap around offer of support to each care

leaver, with strong links to a range of targeted provision to help care leavers overcome their individual barriers to employment.

In addition to one-to-one support from a Career Coach, care leavers have access to a holistic menu of provision depending on their needs and aspirations. This could be a referral to a basic skills course, access to counselling or therapy, or work experience to boost their CV.

Assessment and action planning

Career Coaches spend significant time with each young person to build a rapport with them, and to gain a full picture of their support needs and aspirations. Career Coaches use the Work Star⁶ as a tool to assess the needs of care leavers and to inform an individual support plan. The Work Star is a holistic tool and covers seven key outcome areas linked to employability and employment including job skills and experience, aspiration and motivation, job search skills, stability, basic skills, workplace and social skills, and health and wellbeing.

'Work Star gives us a better overview of a young person's life, like health and well-being, family and relationships, their living situation, how they feel about their skills, about their motivation. So, it gives us more information about a young person's circumstances, general life circumstances, not just employment-related, because if the young person is struggling with their housing, for example, then employment is not going to be a first priority. Or if there are some issues with health, then obviously employment is not going to be the first priority as well.' - **Career Coach**

This initial assessment is used to inform the type of support each care leaver will receive, as well as the sequencing and intensity of this. For example,

it is used to determine whether participants are ready to engage in employability activities, or first need to address wider issues such as their housing situation or wellbeing. The way in which the Bright Light support is sequenced is important for allowing care leavers to gradually build their confidence, readiness and skills.

'If we identify that they need support with any other part of their life, for example, I had a girl and she needed support with her social anxiety and she was not really ready to move into employment having that social anxiety. So, I referred her to The Children's Society therapist counselling services and she's getting support from them, and slowly she's starting to build up with me as well, and I'm not pushing her into employment, but I'm trying to slowly provide her with the information about opportunities that are available in case when she feels ready, she will identify what she wants to do and get in touch with me' - **Career Coach**

Career Coaches

Care-leavers are offered one-to-one bespoke support for up to 18 months from Career Coaches. This is designed to help them understand employer expectations, develop interview techniques, learn how to budget their finances, manage their time and build self confidence in the world of work.

Career Coaches work closely with the local authority and have strong working relationships with other key workers involved with each young person and so have oversight of the range of wider issues facing them. This helps to ensure that care leavers receive coherent, wraparound support. Care leavers often have multiple professionals and organisations involved in their lives, so it is imperative that they have a co-ordinated and consistent support package.

⁶ <https://www.outcomesstar.org.uk/using-the-star/see-the-stars/work-star/>

The role of the coach is to guide care leavers through the programme, keeping in touch with young people, and linking them to the right external provision, then reviewing action plans to consolidate progress towards their goals and aspirations. This holistic one-to-one model is essential for sustaining engagement with young people and supporting them to achieve positive outcomes.

'So I think having Career Coaches that are really good at the employability side of things, but also the holistic side of things as well, because sometimes it's so hard to look for a job when you've also got things like benefit worries over your head, or housing worries. Those things take precedent over finding a job sometimes, so having really experienced Career Coaches, I think, is a really fab thing.'

Partnership Development Manager

Mode of contact

Career Coaches take a friendly and flexible approach to working with care leavers, which is extremely valuable to this group of young people who commonly have inconsistent or negative experiences with other professionals in their lives. Being listened to and positively interacted with can be hugely important for young people to engage with a programme like Bright Light.

The level and type of contact offered by Career Coaches varies from weekly phone calls, scheduled video calls and ad hoc text messages. Maintaining good relationships with care leavers is key, and coaches work flexibly and responsively with participants to maintain their engagement, such as keeping regular light touch communication with participants between scheduled meetings.

'So, if I have an unmotivated person and I try different approaches, then the last thing I can do is just to stay in touch with them from time to time, maybe send an email, WhatsApp, text messages, just to see how they are. And then, with time, they might change their attitude and motivation might change and they will be in touch with me by themselves, independently, asking for opportunities. So, I'm not pushing them to change their motivation or willingness to work.'

I'm just staying in touch, being friendly, just having those general conversations, "How are you? What've you been up to?" Things like that, without mentioning any employment-related things. And then when they've changed, they are in touch with me and then we find an appropriate opportunity for them and things are moving slowly, yes.'

Career Coach

Care leavers have enjoyed informal catch ups with Career Coaches delivered virtually through video calls throughout the coronavirus pandemic and Bright Light hope to continue this. The team also reflected that video calls are increasingly popular amongst employers for interviews and selection processes and have therefore decided that offering some virtual programme engagement will allow care leavers to become familiar with using online video calls before they engage with prospective employers.

Support offer

The holistic delivery model means that there is a variety of support on offer for each care leaver, depending on their individual goals, support needs and readiness to enter an apprenticeship. Care leavers may engage in workshops and receive professional support, as they develop educational and other skills to progress in their careers. For example, some young people may have very defined goals when they join Bright Light, whereas

others could be further away from having a defined goal and so benefit from a staged approach whereby they would initially access 'soft' courses related to wellbeing. **Figure 1** showcases the full menu of support that is on offer for care leavers who participate in Bright Light.

Figure 1

- Supportive, tailored, and bespoke one to one career coaching for care leavers.
- Wrap-around support by coordinating the needs of care leavers with other key workers.
- One to one support with applications, cover letters and CV's.
- Pro-active job brokerage for apprenticeships and employment opportunities.
- Opportunity to access live apprenticeship/employment vacancies via the Partnership Development Manager.
- Researching and accessing education/training courses and work experience.
- Interview techniques and employers' expectations workshop.
- Self-Confidence and motivation building workshops.
- Signposted to support services to assist with barriers or constraints.
- Better off calculations and money management support.
- Support to use public transport as well as attending external appointments with care leavers (e.g. for health or housing needs).
- Supporting with travel, clothing and other expenses related to starting work.
- 12 months of ongoing support beyond starting an apprenticeship/employment for both the care leaver and employer.

Employability support: When a young person is ready to engage with employability support, there are a range of activities on offer at Bright Light. These include careers guidance and effective job searching, support with the application process, including guidance on job applications, CV and cover letter advice, and supporting participants to engage with employers, for example contacting previous employers to seek references.

'Our target is care leavers; they have had very challenging backgrounds quite often. They have this misconception that an apprenticeship is just cheap labour, and it's breaking down a lot of those barriers, too, and helping them understand the benefits of an apprenticeship. I think they're really wary about taking them as a starting point. The attitude is the first thing to break down, and that mindset about what an apprenticeship is and how they can truly benefit from that, and really career map from that. That's the first thing, but then of course, helping a care leaver maintaining work or an apprenticeship is the added level. Support is very much needed.'

Operations and Compliance Manager

Employer engagement and work experience:

Employer engagement activities are central to the Bright Light programme, benefiting both employers and young people. Employer engagement activities include access to online job fairs, or attendance at bespoke workshops such as interview techniques and employers' expectations. Young people benefit from meeting a range of employers, whilst employers have the chance to overcome the negative stereotypes they may have of young people who have been in care. Care leavers can also be supported to gain work experience to boost their CV as part of their progression to an apprenticeship. The Partnership

Development Manager has developed strong links with a wide range of local employers to ensure that care leavers, have opportunities to find placements that meet their needs and interests.

Access to training, courses and work experience: Care leavers have access to a network of other types of in-house and external provision. Catch22 is a training provider with a range of in-house provision that care leavers can access. Career Coaches can also make external referrals to training providers for young people to improve their vocational or basic skills that have been identified through the initial assessment.

Access to support for wider needs: Career Coaches may also arrange for care leavers to access provision to meet their wider needs. This can include support covering health, housing, education and training, and legal and financial issues. For example, Career Coaches can link care leavers with organisations who provide access to clothing for interviews, or make referrals to organisations who provide emotional support such as counselling or therapy.

'The majority of care leavers, they're not aware of opportunities available for them and they might be not motivated to look for those opportunities independently. So, we need to guide and direct them so they can achieve their potential and start thinking about their future goals, future career and lead better lives.' – **Career Coach**

In-work support

Bright Light provides up to 12 months of ongoing support for care leavers who enter an apprenticeship or other employment. This in-work support differs for each care leaver depending on their individual circumstances, but essentially, they receive the same level of one-to-one support from their career coach, and have access to the range of activities on offer from Catch22 and The Children's Society. This can include financial help during the first stages of becoming employed, access to counselling or therapy, as well as access to workshops being delivered by both organisations.

'Care leavers receive 12 months of in-work support from their career coach. Once they're in the job, that would involve travel expenses for the first few weeks, it's a case-by-case basis. It might still involve weekly sessions with a career coach. Also, there could be the therapy and counselling services that they can access, and they can access that whilst they're at work as well. It could be a workshop that we'd be running, like employer expectations, such as when is it appropriate to answer your phone, what to wear and that kind of stuff.'

Partnership Development Manager



Employer engagement

Bright Light works with employers who are committed to having a diverse pool of talent and improving the outlook for care leavers. Both employers and young people are supported throughout the first 12 to 18 months of an apprenticeship. Additionally, all employers who recruit a care leaver for an apprenticeship receive £1,000 in government funding.

The project has appointed a dedicated Partnership Development Manager whose main role is to broker opportunities with employers, training providers and referral sources for Bright Light. The exclusive Partnership Development Manager is an extremely important factor in the success of Bright Light. Their role is to broker opportunities for care leavers according to their aspirations, as well as to support and motivate employers to meet their Corporate Responsibility targets. The Partnership Development Manager also works to educate employers about the benefits of recruiting care leavers, ensure that opportunities are accessible for care leavers, and to provide ongoing support to the employer throughout the recruitment process.

So far, the project has successfully engaged over 100 employers and training providers, securing 57 different opportunities (ranging from training programmes to apprenticeship vacancies). In addition, they have successfully brokered further support for care leavers such as free training, mentoring and work experience.

'I think that it's really important to educate. It's really great that we have Alison now, I don't know how to explain, it's so amazing, because on other projects, we didn't have our Partnership Development Manager and with young people it was so hard to get them into something because employers, they were not aware of issues those young people face, but at the same time, that they are full of potential. So, I think that it is important to educate employers about who are care leavers, how to support them in the workplace, how to adjust their recruitment processes so more young people can access job opportunities. Because sometimes even basic jobs that young people can apply for, they're not going to because the application is so tough that even an adult wouldn't really want to apply as well.' – **Career Coach**

Employers benefit from having access to a diverse talent pool, a free recruitment service, on-hand advice, as well as assistance with achieving their Corporate Social Responsibility targets.

Due to the recent national lockdown as a result of the coronavirus pandemic, the project team organised a remote employer engagement session in June 2020, instead of a face-to-face event. The webinar, 'Employability day; a virtual jobs fair for Care Leavers', was hosted in celebration of National Employability Day. This was a very successful online event, attended by care leavers and social workers/personal advisers from local authorities, alongside employers.

Employers and training providers attended as panellists and gave an overview of their company, types of roles or training on offer and career pathways that this could lead to. One young person who attended the virtual fair went on to recommend a friend to the Bright

Light programme. As a result of this fair, they also had three care leavers submit applications to a participating employer for electrical apprenticeships.

Learning from the coronavirus pandemic

In March 2020, due to the coronavirus pandemic and associated lockdown, Bright Light moved entirely to remote support for care leavers and home working for staff. The team put in place a range of processes to ensure this was successful, including a remote working check list for Career Coaches, home working risk assessments for staff and wellbeing reviews with care leavers to safeguard them during this time. Staff were also trained in the use of remote-working tools (Adobe Sign and Microsoft Teams) to ensure they could continue to enroll young people on to the programme.

The project team have identified some key learning as a result of delivering Bright Light remotely. They highlighted that care leavers are more likely to be experiencing digital poverty, which has acted as a barrier to young people completing online application forms to apply for apprenticeship and job opportunities. For example, online applications will automatically rule out those without internet enabled devices. As a result, Catch22 and The Children's Society are now working to improve digital inclusion for vulnerable people. For example, Catch22 have partnered with the organisation FutureDotNow to campaign for everyone in the UK to thrive in a digital world.

The Children's Society has developed strong relationships with key partners who have been donating technology equipment such as gift cards for mobile phones and laptops, to young people with a view to supporting their digital inclusion.

'Moving forward I'd like to see more of a blended approach with online meetings and face-to-face. I think they're really good. We're also doing virtual jobs fairs, and I think that hasn't really been done before pre-COVID, so that will be quite interesting to see how that goes. The idea of it is that care leavers in cohorts are going to go from breakout room to breakout room and meet different employers in those breakout rooms, and then ask any questions that they want in their own homes, which obviously you'd generally have to go into a big hall for that originally.'
– **Partnership Development Manager**

Progression and outcomes for young people

The project has set monthly targets to ensure they are on track to meet the overall objective of 40 care leavers progressing into an apprenticeship and 40 more into either education, employment or training. They are successfully achieving close to all internal targets set except for apprenticeship starts, as this is an area of employment that has been hugely affected by COVID-19 with many opportunities halted since March 2020.

Catch22 stress the importance of identifying opportunities that are appropriate for care leavers

in that they provide them with financial security and good quality work. This is extremely important for care leavers, who often live independently at a much younger age compared to their peers.

"There are definitely some decent apprenticeships out there, and that's what I'm really pushing for, because those chances are going to change lives, and the progression routes and the pathways possible after that are really going to help as a foundation. There are tons of apprenticeships at the lower rate. As care leavers are managing, a lot of the time, their own accommodation, which can be probably quite heavy in terms of finances. I'm trying to look for the bigger paying ones really."

Partnership Development Manager

Another unique aspect of Bright Light is that they will continue to work with young people who are unsuccessful in their application for an apprenticeship.

Career Coaches and the Partnership Development Manager will work to identify suitable opportunities for young people to help them to build their confidence and to add value to their CV as they continue to progress towards an apprenticeship. This could include completing work placements with employers or training courses, for example.

'Though it could also be if they weren't successful for that apprenticeship, 'Well, let's look at other things that they could do with that employer.' For example, I'm working on a couple of traineeships and work experience programmes for a couple of care leavers that weren't successful recently, so now they have eight weeks of work experience, something on their CV and they're going to get £20 a day for travel expenses

and lunch. Which I think is just fantastic, because that's the kind of stuff that we really need and the care leaver needs for their CV, and a bit of confidence, and it's all about confidence a lot of the time.'

Partnership Development Manager

Continuous evaluation and improvement

Bright Light are committed to the continuous evaluation of programme delivery and so have adopted a 'test and learn' approach to continually improve the programme. 'Tests' are designed so they can be conducted over a short period of time, using limited resource and are 'safe to fail'. This is important in ensuring that if the approach does not work, it does not have a detrimental effect on young people. If it is successful, they embed it into practice.

For example, Bright Light tested whether making changes to their onboarding forms for care leavers, would provide more in-depth information about the individual circumstances of care leavers. They found that the amended documents gave an increased understanding of individual circumstances, barriers and strengths, and enabled Career Coaches to provide improved wraparound support for care leavers.

'On Bright Light, we're always testing and learning, and I think that's also really important, to adapt. Ask care leavers or the people that you're supporting what they want to see and what's working for them, and then they can help adapt going forward'
Partnership Development Manager

Over the past year the programme has transitioned from its design phase to full delivery and they have continuously monitored challenges and made changes where necessary. They have used partnership meetings between Catch22 and The Children's Society to talk through lessons learned from the partnership and overall project design.

Catch22 and The Children's Society have involved care leavers at all stages of Bright Light, including project design and ongoing improvements. For example, to name the programme, they sought guidance and involvement from care leavers to draw on ideas that resonated with young people. After agreement from the governance board, the name 'Bright Light' was implemented on all the marketing and communication materials.

'We also have a care leavers expert youth panel, which is made up of Bright Light candidates, and again, they tell us if we're going wrong with something or they tell us how the form should read, or if it needs to be changed, and any amendments they would like to see, which is quite a new thing actually. We started that in COVID times. It's been really great. We'll definitely take that forward and learn and adapt as we go along.' **Partnership Development Manager**

Effective practice

- The **one-to-one coaching model** is a unique feature of Bright Light. This model allows support to be delivered flexibly, in line with aspirations, and considerate of individual needs. This holistic approach is facilitated by a robust initial assessment and small case load sizes which allows coaches to work flexibly with care leavers.
- **Career Coaches work closely with the local authority** which ensures that care leavers receive coherent, wraparound support. Care leavers often have multiple professionals and organisations involved in their lives, so it is imperative that they have a co-ordinated and consistent support package. Career Coaches ensure that they have strong working relationships with other key workers who have oversight of a range of wider issues facing an individual young person.
- Bright Light is **co-designed with care leavers** via their expert youth panel. Through the expert youth panel the team have ongoing opportunities to learn from care leavers about their experience of the programme, what works well and to get their suggestions for improvement. This is highly effective practice in ensuring that young people's voices are at the centre of the design and delivery of inclusive pre-apprenticeship programmes.
- **A dedicated Partnership Development Manager** acts as the key contact for employers and young people which makes for very successful employer engagement. The PDM can use their role to gain a full picture of the local labour market, co-ordinate employers and training providers, and act as the key contact between employers and young people. They can also tailor the messaging to employers, so they understand the barriers that care leavers face and make adjustments where appropriate.
- **The partnership model** between Catch22 and The Children's Society has provided valuable means to expand the support offer for care leavers. The partnership are able to utilise a range of internal and external support and training offers to build a holistic support model for care leavers.
- **Continuous evaluation and development**, combined with involving young people in shaping the design and delivery of the programme, has ensured that the pre-apprenticeship continues to meet the needs of care leavers, employers, and delivery partners involved. This is the nature of the pilot project, however, is a factor that ought to be incorporated in business as usual.