



From Care2Work

Creating opportunities and raising aspirations

Interim Report
June 2010

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Summary



Young people leaving care have significantly poorer outcomes than their peers in relation to education, training and employment. There is evidence that many care leavers enter and stay in low-skilled work or are dependent on welfare benefits. Through the national employability initiative *From Care2Work* we are working to find local solutions that narrow the gap between care leavers and their peers by creating opportunities and raising aspirations.

Managed by the National Care Advisory Service (NCAS) based within Catch22, *From Care2Work* works in partnership with local authorities, private sector employers and third sector organisations in England. Its aim is to identify and share good practice and enable relationships between corporate parents and employers in order to increase the breadth of opportunities available to young people leaving care.

The programme supports each local authority to develop local solutions and partnerships to meet the needs of their young people. From an initial target to pilot approaches with nine local authorities, 140 have now developed work plans and a further ten are completing them. Workplans identify how they will further shape the employability opportunities they offer to their care leavers and, like any good parent, offer high quality work experience and employment opportunities to young people in and from care.

From Care2Work also engages the broader community in creating opportunities for care leavers. A number of national employers have committed to building partnerships with local authorities to pilot opportunities for care leavers. *From Care2Work* builds supportive relationships between the young person, their leaving care service and the employer, which ensures the opportunities offered meet the needs of individual young people. By increasing the profile of young people leaving care within their organisation,

creating opportunities and ensuring a quality experience is offered, all employers involved help raise the aspirations of the next generation leaving care.

To support further developments we are:

- **Designing a ‘national register’ of employers** – showcasing the opportunities available to care leavers in a local authority area or region. This will aid young people and the professionals who support them to identify the next appropriate activity to build their work profile.
- **Rolling out the *From Care2Work* Quality Mark.**¹ Through the Quality Mark guides, developed by young people, employers can assure the quality of the opportunities they offer. We have developed a package to train young people to undertake assessment visits – who better to judge the quality of an opportunity than young people who will also learn skills and gain work experience as part of the process. Initial assessments will begin in June and we will invite our first Quality Champions to celebrate their achievement with us in October 2010 at a national event.
- **Working with practitioners to develop a toolkit supporting the employability journey.** This toolkit will assist young people and those that support them in their pathway planning – identifying the next steps towards rewarding and sustainable employment. For some care leavers this will be an extended journey and they must be supported to choose their next steps, building on and celebrating small successes along the way.



¹ www.leavingcare.org/professionals/projects/fromcare2work/qualitymark

Our toolkit will support this journey to sustainable employment.

- **Employing young people in the role of Trainee Participation Coordinators** in Yorkshire & Humber, the West Midlands, South East and North West. NCAS have developed a strong traineeship model which includes an NVQ level 2 in Business Administration. We are committed to developing this in other areas wherever possible.

Key successes

- From an initial target to pilot with nine local authorities, **150** have now mapped provision in their area and **140** have already developed work plans to improve employability of care leavers.
- At the end of May 2010 overall **967** employability opportunities had been created for young people either within their local authorities or by linking to local employers; and a further **929** opportunities are planned.
- In addition, we are engaging and negotiating with over 30 national companies to identify packages of employability support and opportunities – with **126** opportunities either already available or planned with the private sector at the end of May 2010.
- The *From Care2Work* team's local knowledge informs both regional and national activity and vice versa. For the first time, across 150 local authorities, we can share local experiences across the country and collectively influence upwards.
- We have now developed our own traineeship model to recruit trainees and we are committed to developing this wherever possible.

The scope of the report

From Care2Work was launched in July 2009. The program is designed to encourage partnerships that enable young people to engage with their community to develop their employability skills. This paper reflects and reports on the progress, achievements and challenges of the last ten months. It summarises the current national picture and highlights the vision for the year to come.

The FromCare2Work Support Model



It highlights the successes, challenges and suggested solutions in four key components of the *From Care2Work* plan:

- Local Authorities as corporate parents and employers
- Improving communication
- Engaging employers
- Involving and supporting young people.

Corporate parenting – working with local authorities



“Many young people outside the care system get their first job or work experience through family, friends and contacts, but young people in care who don’t have these types of personal contacts have to rely on the local authority, as their corporate parent, to provide opportunities in the ‘family firm’.”²

Through strong and effective corporate parenting, including proactive and creative planning, local authorities can engage, motivate and enable care experienced young people to achieve their goals. The **From Care2Work** mapping and work planning process has addressed local authority provision at strategic, operational and personal levels. We strive to ensure that being part of the programme gives local authorities the opportunity to further develop, but also be recognised for the work they have already done. The Quality Mark, which has been developed with young people, will support local authorities to showcase their good practice.

Successes

Through the work planning process many local authorities have developed a strategic overview of employability in their local area. Realistic and SMART³ plans have been produced and agreed to increase opportunities for young people. Task groups have been established with key partners – promoting a shared local ownership of the task.

At the end of May 2010 overall **967** employability opportunities had been created for young people either within their local authorities or by linking to local employers; and a further **929** opportunities are planned.

Authorities have creatively used and secured support and funding to create posts and developments using a range of funding streams – e.g. Working neighbourhood fund, Public Service Agreement 16 grants, and Future jobs fund. Leaving care teams will also be able to take better advantage of future funding streams because of the networks that they have built up as part of **From Care2Work**.

The **Walsall ‘Positive Action Scheme’** creates 12 month paid work placements within the local authority. Set up 18 months ago and managed by the Transition and Leaving Care Team, seven young people have successfully secured a work placement. The scheme is included as a target in the Corporate Parenting Strategy. The scheme is described in workforce planning documents and the Recruitment monitoring and Positive Action Guide. The council’s human resources department arrange work experience placements for care leavers and provide advice on completing application forms, CV writing, interview techniques etc.

Case study

The **Leaving Care Service in Sunderland** secured funds for four members of staff from the Working Neighbourhoods Fund 2008–2011. Success factors included strategic commitment from the Director of Children’s Services with employability of care leavers established as a priority within children’s service; a linked funding application to other complimentary proposals from adult teams dealing with mental health and learning difficulties to ensure added value; and supportive references from Connexions, Youth Offending, the Voluntary Sector Network etc. gained via extensive networking.

Case study

2 *What Makes The Difference* RAINER (2008)

3 Specific, Measureable, Achievable, Realistic, Timely

Issues

- A shared strategic commitment and oversight needs to be gained and maintained to keep the spotlight on employability. With much service restructuring and workforce change it is a challenge to ensure key people maintain a clear focus and drive.
- Local authority human resource teams and policies differ in their commitment to support care leavers. There is no clear guidance on how to prioritise the needs of care leavers as a well recognised group experiencing inequality of outcome.
- There is further potential to expand the ‘family business’ model of corporate parenting, by expanding the number of quality opportunities that local authorities offer internally to care leavers.
- Competing demands within workloads are an issue. Many local authorities have highlighted that a specialist dedicated person who can oversee the employability issues for care leavers is needed to ensure they are prioritised.

How *From Care2Work* can help

From Care2Work will:

- continue to promote ongoing awareness of the need to create opportunities for this group, by taking opportunities to speak at national events and forums;
- encourage local authorities to strive for the Quality Mark – we will use our website as a platform for sharing positive practice examples;
- work with the National Apprenticeship Service to ensure care leavers’ needs are promoted to employers and providers and to make training available to leaving care services to raise awareness and knowledge of how young people can access opportunities in their locality;

- encourage authorities to build on their local capacity, internal knowledge of their labour market and make the most of links with local employers.

Further action needed

- Employability should be on the agenda for local forums and strategic Assistant Director groups.
- Young people should be consulted about how *From Care2Work* is progressed in their area and should be able to find out about local progress.
- There should be a shared sense of corporate parenting responsibility across all directorates in authorities. Employability should be written into strategic plans and procurement arrangements and collective resources should be made available.

Improving communication



From Care2Work actively promotes employability as a shared agenda, encouraging leaving care services to seek commitment from other colleagues across the local authority, who can support care leavers as part of their shared responsibility as corporate parents, enabling peer to peer learning.

Successes

During the initial mapping exercise, senior social care managers were prompted to reach out to other managers in the local authority to gather information. In the majority of areas information sharing enhanced knowledge of existing provision and potential areas of joint working.

Most work plans include an objective to identify and inform key stakeholders of their plans to improve the employability support offered to care leavers. Many local authorities established a task group or an existing group gained new membership with an extended remit to achieve this task.

The *From Care2Work* team's local knowledge informs both regional and national activity and vice versa. For the first time, across 150 local authorities, we have the ability to share local experiences nationally and collectively influence upwards.

In **Blackpool**, a task group was established to take forward the *From Care2Work* programme. The group is attended by the Leaving Care Manager, Head of Human Resources, Virtual School Head, Connexions Employment Co-ordinator, representatives from the local College, training provision and Youth Offending Service and is chaired by the Head of Young People Services. The group shared knowledge via the mapping exercise and created a work plan which contained actions for all. This is monitored via bi-monthly meetings but communication is regular and continuously improving.

Case study

Issues

- It can be difficult to communicate to colleagues outside children's services that supporting care leavers is part of a shared corporate parenting responsibility.
- Some local authorities who are keen to create a task group find that, currently, the support for the work plan is wholly operational and without a strategic champion it is difficult to get colleagues from other departments on board. Some also find that it is difficult to engage Jobcentre Plus and Economic Regeneration and Skills department colleagues in task groups.
- Some authorities struggle to create partnerships with other public sector bodies and local employers to improve the range of employability opportunities available to care leavers locally.

How *From Care2Work* can help

From Care2Work will:

- communicate on behalf of local authorities at a national level, raising the profile of the initiative to enable improved support and partnerships at a local level;
- send out a quarterly bulletin highlighting good practice to support developments across England;
- write to all Directors of Children's Services with a copy of this report to ensure that they are kept up to date with progress during this crucial year of activity;
- continue to build relationships with regional directors within the National Apprenticeship Service, inviting them to speak at regional forums to form a direct link with leaving care services at a local level to achieve goals;
- continue to build better communication with Jobcentre Plus, so that leaving care managers have a link to their local partnership manager;

- support local authorities to continue knowledge sharing with colleagues – especially in a time of change when new policy and programmes are being initiated;
- support local authorities who wish to create a sustainability plan to identify actions for 2011/12.

Learning agreements

Communication is key to ensuring opportunities are a positive and successful experience for all involved. The **From Care2Work** Team recommends the use of a learning agreement between the employer, leaving care service and, most importantly, the young person. This is an opportunity for the young person, leaving care worker and placement supervisor to meet and agree ways of working together for the best outcomes.

Young people tell us that this initial meeting removes much of the ‘fear factor’ and reassures them that only their supervisor knows anything about them. This promotes greater confidence on their first day. Although young people decide how much information they want to share initially, the placement supervisors tell us they appreciate the opportunity to gain an understanding of the young person’s circumstances prior to the placement. Leaving care workers appreciate establishing a link with the supervisor at this early stage rather than when an issue arises.

A suggested format for a learning agreement is available via the Planning for Action page of the **From Care2Work** Journey toolkit on www.leavingcare.org

The **From Care2Work** Team are working with the **National Apprenticeship Service (NAS)** to ensure local authorities and employers are informed about options for care leavers.

NAS representatives are currently visiting selected leaving care services to gain an understanding of what support is needed and what information is required to ensure leaving care workers are fully informed about the National Apprenticeship Service and apprenticeships as a learning pathway. The aim is to develop a training package for leaving care services.

NAS will offer information and guidance on:

- How to use website www.apprenticeships.gov.uk
- How to search for apprenticeships in the local area.
- What workers need to know to support young people.
- What support is available for young people leaving care.
- How to set up apprenticeships.

The National Apprenticeship Service has also offered to attend all regional leaving care managers’ forums to build strong links and improve communication.

Improving communication between leaving care services and NAS colleagues locally will ensure optimum support is available for care leavers and the professionals supporting their pathway planning.

The commitment from the National Apprenticeship Service to supporting **From Care2Work** is outlined on our website www.leavingcare.org

Engaging employers



One of the key elements of *From Care2Work* is reaching out to the wider private sector in order to raise the profile of care leavers as a group and access a wide variety of employability opportunities for young people leaving care.

Successes

We are now engaged and negotiating with over 30 national companies to identify packages of employability support and opportunities, including:



We visited companies to inform them of the challenges faced by care leavers, why *From Care2Work* was vital to an improvement in outcomes, and to identify how they are able to support the programme with opportunities. In these early stages, pilots across England have been agreed with employers and further opportunities will be available once these have completed successfully.

In engaging companies, it has been essential to stress that the relationship between all partners is central to improving outcomes. We have facilitated relationships, allowing companies, local authorities and young people to be the driving forces behind the programme. What has emerged is a willingness to understand the needs and challenges that face care leavers in an increasingly competitive job market, translated into tangible employability opportunities, or a raised awareness that improves future opportunities for care leavers.

Where local authorities have supported young people prior to taking up a work experience placement, apprenticeship or employment opportunity, to ensure that they are work ready and matched with an opportunity that meets their aspirations, we have been most successful in ensuring that young people can take full advantage of the opportunities that are offered to them by employers.

At the end of May 126 opportunities were either already available or planned with the private sector. This includes Kier working with children's services and housing departments to provide wraparound support for apprentices and the National Housing Federation working with Islington Career Start to create work experience tailor-made to young people's needs and aspirations.

What began with the **Marriott Hotel Group's** support to the Starting Blocks programme in York has now been expanded to encompass opportunities created specifically for care leavers in seven local authorities. In each, after an initial meeting, an 'orientation' event for social workers and personal advisors is held at the hotel, informing professionals supporting young people exactly what a young person can expect in an employability opportunity with Marriott. By being fully informed they are then able to effectively match the right young people with the right opportunity. Thus young people are not only supported in the choices that they make, but also have the right level of support whilst in an opportunity.

How *From Care2Work* can help

From Care2Work will:

- develop a toolkit resource to support authorities with the local engagement of employers, encourage and support local authority professionals with responsibility for employer liaison to enable more opportunities to be accessed locally;
- use practice examples of effective partnership working to demonstrate the potential of young people leaving care and the impact of quality opportunities and raising aspirations;
- continue to lobby around the findings of NCAS March 2010 benefits report,⁴ which has raised a series of recommendations to government on how to improve access to education, training and employment.

Issues

- Turning corporate social responsibility at a national level into large numbers of local opportunities is a challenge, for example, large retail businesses may not control recruitment within local stores that operate independently and require agreements to negotiate directly with them.
- Awareness of young people leaving care within the wider community is limited and must be raised to ensure effective employment opportunities going forward.
- Working within an increasingly competitive provider-led market. Many training and recruitment providers are seeking the support from employers for a range of disadvantaged groups; hence care leavers may not be seen as a priority.
- The restrictive welfare benefits system does not cater for care leavers specific support needs and can limit access to work experience and other opportunities.

Further action needed

- Local authorities should ensure that they have clear knowledge of the skills and aspirations of their young people so that they can effectively match individuals to opportunities as and when they become available.
- Local authorities should ensure that young people are adequately prepared to take up opportunities and supported to achieve their potential. This could involve employers in supporting preparation programmes for young people.

4 NCAS (2010) – *What Could Make the Difference? Care leavers and the welfare benefits system*

Supporting young people



From Care2Work helps local authorities enhance the existing support they provide to young people leaving care as part of their responsibilities under the Children (Leaving Care Act 2000 and subsequent legislation. This includes the pathway planning process that sets out the needs of each individual young person and how they will be addressed. Successful services are those who work together with young people to meet their needs. Local authorities need to ensure they understand the needs of the young people they work with and that significant time and attention is spent developing aspirations, career planning and matching opportunities. Success should be measured on the individual distance travelled by each young person.

The From Care2Work journey

Every care leaver experiences a different path to achieving sustainable and rewarding employment. For some, this is a journey that starts in extreme chaos and risk taking, which is the beginning of our continuum. This is when we must work with young people on **motivating change** – encourage self belief and work towards achieving stability. Only when a young person can contemplate a learning pathway to securing employment can we move on to the next phase of the journey.

Planning for action is the second phase of our journey, which begins when we know a young person believes they have the potential to continue in learning and secure future employment. Participation in education, training and employment encourages young people to acquire the skills and knowledge relating to a job they have identified as their goal. Increasingly, this includes opportunities to participate in work experience as part of further education courses, diploma frameworks and apprenticeships. Within the care and pathway planning process, we should

continually be asking how we can support this young person to build their work profile.

In the third and final phase of our *From Care2Work* Journey – **achieving economic wellbeing** – young people are in a position to consider their pathway to sustainable and rewarding employment and lifelong learning. We must be confident that increasing numbers of young adults part company with our services: with a clear job search strategy identifying suitable opportunities; an awareness of the labour market and where future employment lies; and able to produce effective written applications and performing well in interviews.

As corporate parents social workers, personal advisors, residential workers and foster carers all need to be equipped with the knowledge and understanding to provide effective information and advice to support young people through the employability journey. Specialist support and guidance can also be provided by Connexions workers; however there are issues around the provision of services post 19. In line with the provisions of the Children and Young Persons Act 2008 young people may be able to access ETE related support until 25.

The pathway planning process is a holistic approach to supporting young people – they cannot look at issues of education, training and employment in isolation. Issues such as securing suitable accommodation and access to welfare benefits need to be incorporated into the plans for developing employability.

Successes

A number of creative projects have been developed across the country to support young people leaving care with their employability skills. Contributing to the success of these projects is the support of senior management and lead members.

Case study

Islington Career Start works with employers to identify suitable tailor made placements that will meet the individual interests, support needs and areas for development of each young person. Career Start has undertaken the following to ensure appropriate placements are brokered and supported:

- employing diagnostic skills to find placements appropriate to the interests, appropriate level and support needs of each young person;
- clear and open communication with the employer around support needs and key skills the young person would like to develop throughout the placement;
- a clear structure for setting up a placement which includes a pre-placement interview, a meeting to cover expectations for the placement and regular reviews;
- opportunities for feedback;
- support for the young person and also for their workplace mentor – immediately and openly addressing any challenges faced;
- access to ongoing information, advice and guidance from Connexions;
- personal advisers support young people to think about progression on from their work experience placement.

Issues

- There is a disparity in how leaving care services resource employability support in different local authorities.
- There are gaps in provision for vulnerable young people who do not necessarily meet the criteria for adult services. For example, the extra support needed for those with learning difficulties or with significant emotional needs.

- Some authorities report difficulties engaging the ‘harder to reach’ young people who have come into the care system at an older age. Many are dealing with the impact of recent crisis and are not ready to focus on developing their education training or employment needs.
- Employability provision does not always consider the diversity of the care leaving population, for example the extra support required by young parents or unaccompanied asylum seeking young people.
- There is a challenge in creating new partnerships post 14 to 19 to coincide with the duty to support young people who require support with education and training up to 25.

How *From Care2Work* can help

From Care2Work will:

- develop an online toolkit of resources to support the employability journey;
- support local authorities to address employability across the diverse needs of young people leaving care;
- develop a handbook to employment and a guide to welfare benefits for young people leaving care and look at what other resources could enhance available advice and guidance.

Further action needed

- Local authorities should ensure there are adequate resources and knowledge within children in care and leaving care services to address employability for young people at all stages of engagement. Consideration should be given to the acknowledged benefits of co-location.
- Career planning should begin at an early age, to address the interests and aspirations of young people. Personal

Education Plans should raise aspirations and each review should incorporate actions to promote employability.

- Local authorities should ensure a ‘profiling’ and ‘segmenting’ exercise is undertaken to highlight the needs and aspirations of their young people. This understanding of current and future cohorts will enable local authorities to develop the right employability opportunities to match the needs and interests of individual care leavers.
- The Government should promote a flexible person centred process and local commissioning that ensures that vulnerable young people up to the age of 25 are able to access appropriate support despite not meeting the criteria for adult services. This could include broadening the Connexions’ function at a local level to engage with young people up to the age of 25.
- Local authorities should consider how the role of the virtual head can be expanded to meet the needs of care leavers.
- Local authorities should build partnerships post 14–19 to support employability for care leavers. Adult service providers, community learning providers and employment services commissioned by the council all have a role to play in enhancing employability services for care leavers to the age of 25.

Creative Thinking in Cumbria

Case study

This summer, young people in and from care in Cumbria will take part in activities that will offer unique experiences for personal development and developing employability skills.

1. Two young people will be recruited as Youth Work Apprentices.
2. Four young people will travel to the Gambia for a four week experience – teaching in schools and experiencing other cultures. Funded predominantly by Youth Opportunities Fund with the addition of social care funds and staff fund raising, the group will be accompanied by two members of staff. The young people participating may still have some issues of their own but it’s hoped that this summer’s experience will offer space and time to reflect and plan to progress.
3. Via a project funded by Mediabox and delivered by a local arts organisation, a group of care leavers will undertake peer research with children currently in care and, working together, the group will produce a media production to celebrate being a teenager in Cumbria in 2010. The young people will gain new skills and an insight into media careers.
4. The Leaving Care Service is working with the Adult Learning Team in Cumbria on their joint skills for life agenda. This has enable the Leaving Care Service to secure tuition for care leavers who need to focus on building their literacy and numeracy. The partnership will go on to discuss working together to fund and deliver family learning activities.

Involving young people



From Care2Work seeks to embed the views of and involve young people in the work we do. We work closely with our participation team to develop and deliver a participation model to support the key aspects of the project.

Successes

The self assessment and work planning undertaken with local authorities has focussed on the involvement of young people in shaping the delivery of services at a strategic, operational and personal level. This has encouraged local authorities to address participation and involvement at all levels in their planning.

We have worked with the National Young People's Benchmarking Forum to consult on the development of key products for employers, young people and local authorities and we are currently working with them to design, deliver and film an employability drama project, which we will showcase at a national event in October.

We have developed a strong traineeship model. It is the role of our trainees to develop and facilitate young people's forums and support the broader work of the programme. We continue to encourage a similar participation model wherever possible.

The NCAS regional trainees have been integral to the development of our Quality Mark for employers and local authorities, setting out the support young people need when undertaking employability opportunities as components of the award and developing training for young people to become assessors. Through the assessor training young people will be equipped to assess the quality of employers and local authorities' opportunities for care leavers. The young people will gain a certificate of achievement highlighting their participation in this process and will have developed employability skills that further enhance their work profile.

Case study

Issues

- It can be a challenge to promote the meaningful involvement of young people at a strategic level within all directorates in local authorities and to ensure that the involvement is not tokenistic.
- If young people are not integral to the development of plans and don't influence the resources that are created to improve their employability opportunities then we can fail to meet their needs and respond to their interests. They may fail to engage with the programme if they see it as something that is done *to* them rather than *with* them.

How *From Care2Work* can help

From Care2Work will:

- continue to involve young people in the development of all its resources and projects, including producing a film with key messages from young people around employability that can be used by stakeholders to promote the initiative.

Further action needed

- Local Authorities should create the appropriate platform (e.g. children in care councils) to enable and encourage the voice of young people to be heard at a strategic level, placing them at the heart of decision making processes.
- Local authorities should think creatively about the involvement of young people in service delivery, as in Reading.

Reading Teenagers to Work scheme provides four weeks work experience to young people in the summer holidays with an incentive payment to support them. It links to local employers and support is offered throughout. The scheme is run by young people, who take responsibility for all aspects of delivery. It is open to 20 young people in the authority – all of whom are care leavers.

Case study

Priorities for year two



The strength of *From Care2Work* is that it combines local, regional and national activity. In year two of the project, we must continue to work together – with both local and national agendas – to maximise the impact of the initiative. We will implement the solutions that we have committed to in each chapter of this paper and encourage others to take the further action needed.

Our impact will be measured by the increasing number of young people benefitting from activities and support that specifically focuses on improving individual employability. We are monitoring progress with national employers and within local authorities and will offer support and advice to develop their work plans in line with their corporate parenting agenda for employability.

Over the next few months the team will continue to work with national employers and government departments to identify, create and develop opportunities for young people. Support to local authorities will include the roll out of a number of resources such as the employer engagement toolkit, the *From Care2Work* journey toolkit, training and handbooks to offer support to local authorities and young people. We will continue to build on the library of good practice examples on our website, highlighting innovative practice across the country and including a celebration of achievements of young people, employers and local authorities via the Quality Mark award. We will be working with partners such as the National Apprenticeship Service to support leaving care services with the advice and guidance they require to maximise their employability knowledge base.

In March 2011 we will produce a project evaluation report to highlight areas of practice which can evidence effective outcomes for young people leaving care.

Planned resources

- Quality Mark guides for employers and local authorities
- Quality Mark application packs for Local Authorities and employers
- Quality Mark Certificates
- Quality Mark Assessors Training – and resource packs
- Training for Quality Mark Assessor Trainer
- Employers Engagement Toolkit / top tips / how to do an employer breakfast
- Employers guide
- Employers Awareness Session and trainer pack
- Young People's Benchmarking Forum Drama Group project
- Employment Handbook
- Work experience toolkit
- Entrepreneur Handbook
- Employability Journey Poster
- Career planning tools
- Apprenticeships – training for Personal Advisers and Social Workers
- Young people's benefits handbook

More information



To find out more go to www.leavingcare.org
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About us

For further information and resources please contact us or go to our website www.leavingcare.org

The National Care Advisory Service (NCAS) is the national advice, support and development service focussing on young people's transition from care.

NCAS draws on its significant national experience of engaging care leavers, and supporting those working with them to improve services and outcomes. We work at local, regional, national and European levels to develop solutions based on good corporate parenting that include and empower young people and influence professionals and policy makers to continually improve quality and outcomes.

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