Report of:	Cabinet Member for Skills, Learning and Culture
To:	Education and Vulnerable Children Overview and Scrutiny Committee
Date:	21st October 2015

Progress Report on Implementation: Work Experience for School-Age Children – the role of the City Council

Review Information

Date approved at City Council: 7th January 2014

Member who led the original review: Cllr Anita Ward

Lead Officer for the review: Benita Wishart

Date progress last tracked: First Tracking report

- 1. In approving this Review the City Council asked me, as the appropriate Cabinet Member for Skills, Learning and Culture to report on progress towards these recommendations to this Overview and Scrutiny Committee.
- 2. Details of progress with the recommendations are shown in Appendix 2.
- 3. Members are therefore asked to consider progress against the recommendations and give their view as to how progress is categorized for each.

Overview

Birmingham City Council has a track record of providing in-house work experience opportunities for young people (aged 14-25) and the unemployed (aged 18-25). In 2014/15 we supported over 120 corporate work experience placements. Circa 150 additional work experience placements were directly provided by other teams such as Parks.

As a council, we have pledged to provide 600 work experience placements for the long-term unemployed in association with the Department for Work and Pensions (DWP).

The "Big Ask" from the Committee was to see more Birmingham school and college pupils having access to high quality, appropriate work experience placements both within the Council and in the wider community.

In October 2014, the City Council launched the Birmingham Youth Promise (BYP) which guarantees employment, education, training, apprenticeship or experience of work within four months of young people aged 16-24 leaving a job, education or training.

We have been working closely with the Directorate SMT's to raise the importance of offering work experience, to support the BYP, which has received a positive reaction with more opportunities in more areas of the organisation offering support. These meetings with SMT's have also opened up further discussions and actions groups as a result, in particular an action group focusing on providing greater opportunities to Children in Care to greatly reduce the numbers who become NEET (not in education, employment or training).

Externally BCC is a key leader in the Corporate Social Responsibility project 'Make the Grade'. This programme sees business working in partnership with schools through a single point of contact to provide more work experience opportunities across the city.

Appendices

1	Scrutiny Office guidance on the tracking process
2	Recommendations you are tracking today
3	Recommendations tracked previously and concluded
4	Work Experience for School-Age Children – the Role of the City Council report to Council
5	Approved report to EMT on Work Experience
6	School Age Children & Academia Work Experience Dashboard
7	BCC Wex (DWP) Dashboard

For more information about this report, please contact

Contact Officer: Kathryn Cook
Title: Interim Head of OD

Telephone: 303 2120

E-Mail: Kathryn.cook@birmingham.gov.uk

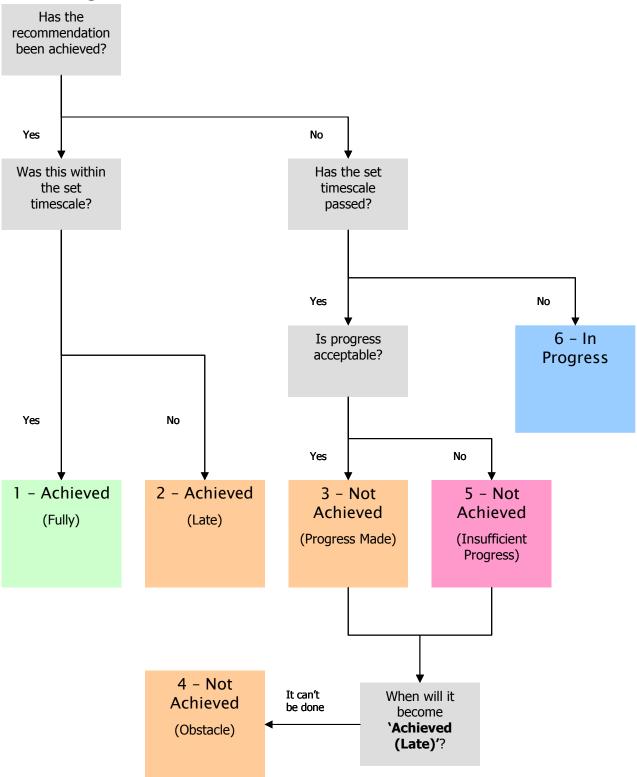
Appendix 1: The Tracking Process

In making its assessment, the Committee may wish to consider:

- What progress/ key actions have been made against each recommendation?
- Are these actions pertinent to the measures required in the recommendation?
- Have the actions been undertaken within the time scale allocated?
- Are there any matters in the recommendation where progress is outstanding?
- Is the Committee satisfied that sufficient progress has been made and that the recommendation has been achieved?

Category	Criteria
1: Achieved (Fully)	The evidence provided shows that the recommendation has been fully implemented within the timescale specified.
2: Achieved (Late)	The evidence provided shows that the recommendation has been fully implemented but not within the timescale specified.
3: Not Achieved (Progress Made)	The evidence provided shows that the recommendation has not been fully achieved, but there has been significant progress made towards full achievement. An anticipated date by which the recommendation is expected to become achieved must be advised.
4: Not Achieved (Obstacle)	The evidence provided shows that the recommendation has not been fully achieved, but all possible action has been taken. Outstanding actions are prevented by obstacles beyond the control of the Council (such as passage of enabling legislation).
5: Not Achieved (Insufficient Progress)	The evidence provided shows that the recommendation has not been fully achieved and there has been insufficient progress made towards full achievement. An anticipated date by which the recommendation is expected to become achieved must be advised.
6: In Progress	It is not appropriate to monitor achievement of the recommendation at this time because the timescale specified has not yet expired.

The Tracking Process



Appendix 2: Progress with Recommendations

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R01	That an action plan is developed to achieve the goal of Birmingham school and college pupils having access to high quality, appropriate work experience placements within the Council, (giving due consideration to our young people in care and young people with special needs) and the wider local economy. The tools set out in the report were: 1. Top level support from the Leader and Strategic Directors 2. Simple way for students and schools to access and get information 3. An easily accessible tool kit for Managers 4. Procurement powers to encourage business to take part 5. Using our links to the Chamber 6. Ongoing liaison with the private sector	Deputy Leader working with Executive Members including: Cabinet Member for Children and Family Services (with regards to Schools, Special Education Needs and Looked after Children) and Cabinet Member for Development, Jobs and Skills (with regards to the work of the Employment Team)	Interim report to the April 2014 Education and Vulnerable Children O&S Committee meeting Final action plan June 2014	In progress

Evidence of progress (and anticipated completion date if not achieved)

1 Top level support from the Leader and Strategic Directors

- > A centralised approach has been agreed. An EMT report 'Work Experience Placements' approved 1 June 2015 in line with the recommendation. Copy of the report is attached as Appendix 4.
- > We have been working with the AD CIC (Children in Care) Provider Services to establish links and to agree how to best raise awareness with teams/social workers to increase the number of opportunities for CIC. We have identified the need for improved communications and arrangements for CIC to access placements. Furthermore, a review is currently looking at reducing the NEET figures for Birmingham compared to other Local Authorities.
- ➤ We are actively working with the Education, Employment and Skills Teams to identify affected young people and the Virtual Schools team to identify those who are at greatest risk of becoming NEET. We have established links with the Princes Trust to support this group.

2 Simple way for students and schools to access and get information

A "digital access point" is being developed by the Employment and Skills team to enable easy access. The application also enables students to apply for work experience opportunities within BCC and across the wider region.

- To ensure wider participation going forward, **all** placement opportunities for **students/School age children** will be promoted via Birmingham.Gov website this is due to go live mid **October 2015**. The pages will also provide help and guidance on completing the application form to ensure it 'stands out', information about the opportunities and the available dates together with deadlines for submission. There will be 4 application processes to give a fairer chance for students to apply and provide us with an opportunity to respond to applications in a timelier manner.
- ➤ Since the original report, we have changed our policy to provide more placements for looked after children; those living in areas with highest unemployment; those facing multiple barriers to employment; those with special educational needs and disabilities and the long term unemployed. Our focus will be centred on our 10 geographical areas.
- We are actively involved with supporting young people with disabilities into work experience placements. We regularly attend an Employers Liaison Group at the Hive (Wilson Stuart School) and have hosted work placements for its students. One student from last year has now successfully secured an Apprenticeship with Service Birmingham. Further work continues with Queen Alexander and Braidwood School.
- We actively support schools, colleges and universities with their careers guidance events, interview techniques and other activity to raise skills levels of young people.
- We direct schools, colleges and universities to other organisations who are seeking to offer their support. We help signpost students to other organisation who can best provide work experience to meet their future career aspirations.
- Development of 'Taster Day' sessions is work in progress. Agreement has been reached with Directorates to pilot a programme for YR10 students. Communication has now started with Schools to establish the best timing for students to participate to ensure successful outcomes for the Council. This approach can easily be extended to include visits for YR7 students to help the thinking as early as possible on Career Choices.
- ➤ A mentor programme has been developed and is operational. This provides support to 16 18 year old looked after children. The Corporate Parenting Team has commenced another mentoring programme aimed at 11 14 year olds. A recommendation is for all hosting managers to have completed the Mentoring Training Programme to help support **all** young people who join us on placement.

3 An easily accessible tool kit for Managers

- A manager's toolkit has been developed and is shared with hosting managers which will support **all** work experience placements hosted by the city council. This toolkit will be available on People Solutions by the **1**st **June 2016**. A communications strategy is being prepared in advance of the launch on People Solutions (a link from Inline to People Solutions will also be included). In the interim, an email with the toolkit forms/letters along with full instructions is forwarded to managers who have pledged a placement. On-going telephone/email support is also provided by HR.
- > Two 'work experience dashboards' have been created and are ready for discussion as a separate document (Appendix 6 (Academia & School Age Children) & Appendix 7 (DWP)). These clearly show how we are delivering against our key principles, a commentary on the statistics and any highlights (feedback via evaluations). These will be shared with the Cabinet Member for Skills, Learning and Culture on a quarterly basis.

4 Procurement powers to encourage business to take part

> Through the Business Charter for Social Responsibility, an event to support 295 young unemployed people from Washwood Heath and Shard End wards into employment is being held on 16 October 2015. Our charter signatories will pledge a number of paid apprenticeships, jobs or other support they can.

6 Ongoing liaison with the private sector

- > We are currently supporting the BBC's 'Make it Digital' traineeship programme for local unemployed young people. We are supporting their partners, Creative Alliance to provide up to 17 days work experience to complement training. Other links are being pursued. The first 3 students have recently completed one being a **care leaver**.
- > We are working with the LGA and Manpower to host an event 'Tomorrows Talent Today' which will support young people into employment. This event is scheduled for January 2016 and is currently under development.
- > We use our Business Charter signatories to highlight potential opportunities for students to gain work experience.

Page 7 of 18

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R02	In order to give some clarity about the Council's offer, the Deputy Leader should consider setting targets relating to supporting work experience for Directorates.	Deputy Leader	June 2014	In progress

Evidence of progress (and anticipated completion date if not achieved)

Work experience targets have not been agreed as this is seen as a programme which is growing organically depending upon business needs and opportunities. In the last two years all BCC managers have received a questionnaire about providing work experience placements within their teams. This has resulted in some very successful work experience placements in HR, the Elderly Care Day Centres and People Directorate PSS Team and Public Health. The questionnaire for this year was sent out in the Summer and is being collated and will be presented to the "Bringing talent into Birmingham" group.

A "Bringing talent into Birmingham" working group has been formed with colleagues from across the business. We have three Senior Officers involved as well as Managers across all Directorates. They are focussed on encouraging and increasing Work Experience and also the recruitment of Apprentice/Internship, Graduates into the Directorates. The group will feedback progress into their DMT/SMT teams to encourage involvement and a more coordinated approach.

A work experience development for unemployed people has been launched by the Leader of the Council, in partnership with DWP, since the original report on work experience for school-age children (07.01/14). This campaign is known as WEX 10,000 and the goal is to get 10,000 unemployed people into constructive work placements of between 2-8 weeks during 2015/16 to build-up their confidence and change their CVs (and thus chances of attaining paid work). A proportion of these will be young people aged 18-24.

Overall the campaign is on track having achieved 5,898 (58.98%) to date, at half way through the year, and 2,735 of these (46%) are young people aged 18-24.

Following the launch in March 2015, the council committed to provide 600 placements. The following outcomes have been achieved up to the end of September 2015:

- 21 pledges have been received from across the three Directorates (target 30)
- 30 placements have been completed (target 600), with 19 (66%) by young people aged 18-24
- 5 of the 30 WEX outcomes have gone into paid employment (non-apprenticeship roles)
- 1 of the 30 has gone into an apprenticeship

An improvement plan has been developed and is being implemented to bring about the necessary uplift in the council's performance, though we have also been encouraging partners and businesses working with the council to offer WEX opportunities, and thus contribute to the global achievements. Dedicated officers from both BCC Employment and Skills team and DWP are working more closely to ensure that this happens. Progress against this improvement plan is being monitored by the Assistant Director for Employment, Shilpi Akbar, and via a monthly dashboard (see Appendix 7).

Placements completed during Academic Year 2014/15 for School Age Children/Academia (final figures):

- 208 placements for School/College (1 Known Child In Care)
- 70 placements for University students (1 Known Care Leaver)

This information will be included in the regular dashboards provided to the Cabinet Member for Skills, Learning and Culture.

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R03	Following the agreement of an action plan, this will be tracked by the Education and Vulnerable Children O&S Committee alongside the recommendations. Progress towards achievement of these recommendations should be reported to the Education and Vulnerable Children Overview and Scrutiny Committee no later than October 2014.	Deputy Leader	October 2014	In progress

Evidence of progress (and anticipated completion date if not achieved)

A "Bringing talent into Birmingham" working group will received the collation of the work placement questionnaire for this year and will report back to the group on current offers and will encourage their SMT/DMT and Managers to provide more work placement opportunities across the Directorate.

This information will be included in the regular dashboard provided to the Cabinet Member for Skills, Learning and Culture.

Appendix 3: Concluded Recommendation

These recommendations have been tracked previously and concluded. They are presented here for information only.



No.	Recommendation	Responsibility	Date Concluded by Overview and Scrutiny Committee	Tracking Assessment
	No recommendations are concluded as they are all in progress.			

Appendix 4: Report to City Council 07 JANUARY 2014

REPORT OF THE EDUCATION AND VULNERABLE CHILDREN OVERVIEW AND SCRUTINY COMMITTEE

WORK EXPERIENCE FOR SCHOOL-AGE CHILDREN – THE ROLE OF THE CITY COUNCIL

THE INQUIRY

This report focuses on work experience for children and young people of school age. It asks:

"What should the role of the Council be in supporting work experience for school-age pupils, including for children & young people with special needs, Looked after Children (LAC) or those at risk of becoming not in education, employment or training (NEET)?"

For the purpose of this inquiry work experience is:

"A placement on an employer's premises in which a student carries out a particular task or duty, or range of tasks or duties, more or less as would an employee, but with an emphasis on the learning aspects of the experience."

FINDINGS

Although there is no longer a requirement for schools to provide work related learning at key stage 4, many schools and colleges still expect students to undertake a week or two of work experience. The research evidence suggests it has many benefits for students relating to attainment and career options; and its benefits are broader too, having positive impacts on employers and the wider economy.

However, there can be barriers faced. In particular, young people and teachers told us about the difficulties of securing high quality work experience placements. Children with disabilities were felt to be at a particular disadvantage. It was pointed out that many children get a lot of support from parents in setting up placements, but relying on this can disadvantage certain groups such as looked after children and families with inter-generational worklessness. Additionally, if placements are poor quality or the support provided is weak then students do not gain as much from the experience.

There is no statutory requirement on the Council to support work experience, but doing so supports building the skills base of the city; and develops future talent for the council. There is potential to help address fair access to placements to address social mobility.

During 2012/13 the Human Resources team, championed by the Employment and Human Resources Committee, developed the Be Inspired programme. This is intended to establish a comprehensive range of placements, widely accessible, with help for officers to provide high quality placements.

We were also told about the how the virtual school supports looked after children; the Employment Team works with care leavers and has piloted transition arrangements with special schools; and a strategic group focuses on young people not in education, employment or training.

City Council Support for Work Experience

Currently the Council supports work experience placements, but generally on an ad hoc basis; we found that opportunities for students often come through established relationships. We certainly do not know how many there have been in the last two years. Certain parts of the Council (and close partners, such as Acivico) advertise placements on birmingham.gov.uk website. For other teams, work experience opportunities appear

to come through school co-ordinators building on established links or students using connections or making direct links.

The Council's web site does not have a single point of access and we could only find limited offers of work experience on there.

Some of the tools we think would support good quality work experience placements are:

- Top level support from the Leader and Strategic Directors;
- A simple way for students and schools to access and get information on our offer such as a designated team or person to contact and / or a web site; and
- An easily accessible toolkit (e.g. on the internal web site, In-line) for officers supporting placements.

Supporting Vulnerable Groups

We have identified that there are many young people across the city who may require additional support, for example, some young people with special needs and disabilities, English as an additional language, looked after children etc. But our conclusion is that if we can develop a work experience offer that meets the needs of individual young people through personalisation then we can be confident that we can appropriately support vulnerable children. Equally if we can get work experience right for these vulnerable groups it is likely to be a good scheme for all.

However, as corporate parent for looked after children we suggest there is a specific role to build aspirations and confidence to ensure the children have a quality experience. In providing work experience placements the Council should also consider how it can support children with special educational needs and disabilities.

Councillor Support for Work Experience

Councillors have a key role to play in: opening up the Council for work placements; supporting vulnerable children, especially looked after children; and, as community leaders, facilitating, linking and brokering opportunities between local schools and local businesses.

We know that many Councillors are already work shadowed by work experience students. This could be supported through developing a procedure for Councillors which they would be expected to use. They can also play a role in acting as a broker between local companies and local schools or the virtual school. Those Councillors who are secondary school and college governors could raise the issues included in this report with schools to understand the approaches taken to work experience and any support required.

City Council Influencing the Agenda

The Council is just one of thousands of employers within the city and cannot alone provide the number or range of placements. In order to see more Birmingham school and college pupils having access to high quality, appropriate work experience placements the Council could, however, use its many interactions with the local economy to influence businesses. It is in everyone's interest to invest in our young people in this way to ensure they are work ready and have the skills to contribute to tomorrow's local workforce in a global economy.

We think the tools to achieve this could include:

- Using procurement powers to influence business (e.g. through the Business Charter for Social Responsibility);
- Using our linkages to the Birmingham Chamber of Commerce / the Greater Birmingham and Solihull Local Economic Partnership / Professional Associations; and
- Ongoing liaison with private sector.

COMMITTEE RECOMMENDATIONS

The report sets out a "big ask"

"As a result of this report the Committee wishes to see more Birmingham school and college pupils having access to high quality, appropriate work experience placements within the Council and the wider economy."

This report needs to lead to concerted action. Rather than setting out recommendations we have set out a series of issues we want to be progressed. For each of these we have suggested ways they can be achieved: "tools" (examples set out in paragraphs 2.8 and 2.14 above). We are expecting the Executive to return with an achievable action plan setting out how "the big ask" will be achieved which we will then monitoring.

	Recommendation	Responsibility	Completion Date
R01	That an action plan is developed to achieve the goal of Birmingham school and college pupils having access to high quality, appropriate work experience placements within the Council, (giving due consideration to our young people in care and young people with special needs) and the wider local economy. The tools set out in this report should be explored in developing the plan. An early version of this plan should be brought to this Committee to enable Members to influence the plan. If the plan is insufficiently ambitious the Committee will set out some more specific recommendations.	Deputy Leader working with Executive Members including: Cabinet Member for Children and Family Services (with regards to Schools, Special Educational Needs and Looked after Children) and Cabinet Member for Development, Jobs and Skills (with regards to the work of the Employment Team)	Interim report to the April 2014 Education and Vulnerable Children O&S Committee meeting Final action plan June 2014
R02	In order to give some clarity about the Council's offer, the Deputy Leader should consider setting targets relating to supporting work experience for Directorates.	Deputy Leader	June 2014
R03	Following the agreement of an action plan, this will be tracked by the Education and Vulnerable Children O&S Committee alongside the recommendations. Progress towards achievement of these recommendations should be reported to the Education and Vulnerable Children Overview and Scrutiny Committee no later than October 2014.	Deputy Leader	October 2014

MOTION

That the recommendations summarised above be approved, and that the Executive be requested to pursue their implementation.

Appendix 5: Approved report to EMT on Work Experience



Report to:	Executive Management Team
Report of:	Sarah Homer – Director of Service Delivery
Date of Meeting:	1st June 2015
Subject:	Work Experience Placements
Relevant Cabinet Member(s):	Councillor Penny Holbrook, Cabinet Member for Skills, Learning and Culture Councillor Ian Ward, Deputy Leader of the Council
Corporate Priority Supported:	A Prosperous City: Young people will be in employment, training or education

1 Purpose of report

Birmingham City Council has a track record of providing in-house work experience opportunities for young people (aged 14-25) and the unemployed (aged 18-25). In 2014/15 we supported over 120 corporate work experience placements. Circa 150 additional work experience placements were directly provided by other teams such as Parks.

As a council, we have pledged to provide 600 work experience placements for the long-term unemployed in association with the DWP.

This report outlines how we propose to take this work forward and the benefits that this may bring in attracting more young people to consider a career with BCC.

2 Decision(s) recommended

This report recommends that EMT:

- notes the increase in the number of work experience placements for 2015/16 due to the agreement with the DWP;
- agrees to the creation of a centralised 'hub' to enable work experience placements (wherever they take place) to be co-ordinated for reporting purposes and to ensure a consistent approach to the provision of work experience placements:
- agrees to the development and launch of 'Work Tasters' to promote the diverse areas of work and available careers within Birmingham City Council;
- approves recruitment of an administrative apprentice to support the monitoring, tracking and reporting of the programmes;
- note that opportunities to increase the work experience offer through identifying additional opportunities within Directorates will be actively pursued.

3 Background

Appendix A sets out work experience placements delivered from February 2012 - March 2015 and summarises the work experience placements envisaged for 2015/16.

Employability skills will be developed through a range of work experience programmes. These programmes will focus on providing opportunities for the groups listed below. Placements for schools/colleges will be offered firstly to those **living**

in areas of highest unemployment, before offers are extended to the other groups.

- Areas with the highest unemployment
- NEETS (aged 16-25) or those facing multiple barriers to employment
- Long-term unemployed (DWP)
- Young Homeless People (aged 16-25)

- Looked after Children / Care Leavers
- Special Educational Needs and Disabilities (including mental health)
- Other students/young adults

Work Experience – Young People

Work Experience within the Council is not a new phenomenon and we're aware that some Service Areas have been successfully operating programmes for many years. However, we know that more can and should be done to support the development of young people by widening access across the whole of the Council. A structured programme, working with local Schools and Universities has been developing over the last 3 academic years to ensure we prioritise applications from the most vulnerable groups first. This programme has been steadily growing – a detailed breakdown is shown in Appendix A.

We propose adoption of a single process with a standard toolkit to help managers offer 'real-life work experience' opportunities. Placements for vulnerable groups will be promoted through BCC colleagues in specialist teams and other agencies who are working with priority young people. Individuals will also have opportunity to access a network of mentors to support them during and after their work placement ends. Although much of this activity will take place in the workplace, there may be opportunities to develop programmes which can be delivered externally, particularly for more sensitive roles (ie. Social Work). HR will work with Service Areas to help develop and implement appropriate interactive learning activity or other creative means of delivery.

In addition to work placements, Universities look to us to support their students as part of their degree modules. From time to time we will make enquiries with the appropriate Directorate/Service Area to find suitable projects for individuals or groups to investigate on our behalf.

Work Experience - Department for Works and Pensions

In addition to providing opportunities for young people, the Council has now committed to offer up to 600 placements to long-term unemployed people (no age limit) within the City. These placements will be offered on a rolling basis. Typically a placement will be between two and eight weeks, depending on individual's circumstances.

Work Experience – Homeless

Work is under way to establish links with St Basils to support their Youth Hub initiative. Placements will be for young people aged 16-25 who are homeless or at risk of becoming homeless. The offer will be broadly similar to the DWP scheme (ie. duration) given that many of their clients will be in receipt of Job Seekers Allowance.

The Challenges

The council is not viewed as an 'employer of choice' – the reasons for this are complex but undoubtedly include a poor understanding of the wide variety of careers that we offer. Attracting young people to consider a career in local government is important. However, given the low percentage of under 30s in our workforce, we propose a greater participation at schools/colleges/university Career Events, to introduce 'work tasters' (Appendix B) for younger people and through staff networking externally.

Early indications from the DWP programme show the take-up rate is currently operating at 50% (14 placements from 29 offered as at 24 May 2015). Work will be required with the DWP to identify the issues to help provide solutions.

4 Our Partners

To help us deliver the programme, we intend to work with (not exclusive to) the following groups:

- LACES/Care Leavers Teams
- Specialist Schools (incl. Virtual Schools)
- Princes Trust
- Birmingham Voluntary Service Council (BVSC) Talent Match programme
- Department for Works and Pensions
- Birmingham Adult Education
- Birmingham Careers Service
- Youth Service
- Educational establishments
- St Basil's

5 Resource Implications

With the introduction of a free to use App and the Digital Access Point, most of the activity to support placements will be centred on the co-ordination of applications and the continued stakeholder engagement, monitoring and future development of programmes. Toolkits and processes will be provided on People Solutions. Additionally, training can be provided for managers and supervisors, particularly for those who will be supporting vulnerable groups/individuals. Given the number of placements sought, there will be a need for an additional apprentice to support the programme manager.

Appendix A

Work experience placements 2012-2015:

Scheme	2012/13				Anticipated Figures 2014/15		Potential Figures 2015/16 (subject to business agreement)
	Apps	Places	Apps	Places	Apps	Places	Places
Schools	29	24	52	43	53	45	150
Further Education	n/a	n/a	b/a	n/a	1	1	50
Higher Education	65	46	105	65	170	70	80
Future Leader (University)	8	3	40	9	n/a	n/a	15 (5 projects)
Special Ed. Needs and Disabilities	0	0	2	2	4	4	20
DWP							600
TOTAL	102	73	185	118	228	122	905

Work Tasters

These annual one-day events enable us to showcase the internal workings of the City Council, whilst giving access to a hands-on experience for young people. These events will be aimed at those in Secondary education initially, but may be extended to Primary schools in the future. They are a starting point for students considering their GCSE options to help inform/shape their future career aspirations.

The proposed 3 step programme, **EXPLORE-LEARN-GROW** will:

- 1. Let students **EXPLORE** what we do, how, why and where we do it, and not least of all forgetting who we do it for! It will enable us to break down the barriers; provide us with an opportunity for our young citizens to discover the real Council; meet the people who are doing the jobs they could apply for, take a tour of our offices and ask the questions that everyone wants the answers to.
- 2. Let students **LEARN** through practical hands-on experiences. This can be achieved through the use of interactive, informative activity with a chance for them to get some real hands-on experiences which will help them focus on the kind of personal and business skills we look for in people.
- 3. Help students to **GROW** by giving them plenty of practical advice about what makes a good quality application; provide hints and tips on application and interview techniques as well as give them the confidence to speak to a range of new people. All of which will be invaluable 'key skills' whatever their next steps.

Appendix **6**: Work Experience Dashboard