

**MAYOR OF LONDON**

# **The London Enterprise Adviser Network**

## **Joining Guide for Schools**

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## Welcome from Team London and Mayor's Fund for London

Team London and Mayor's Fund for London are delighted to be delivering the London Enterprise Adviser Network on behalf of the Careers & Enterprise Company, Central London Forward, and City Bridge Trust. Together, we are committed to supporting young people access the opportunities our city has to offer, as well as building their skills as the future London workforce.

Since October 2015 we have trained 150 Enterprise Advisers who provide support to 75 London schools. The Enterprise Advisers act as a critical friend and additional resource to members of the school's senior management team. They work together to develop a comprehensive careers and business engagement strategy.

This document will give you information about the Enterprise Adviser Network, the first steps you will need to undertake in joining the Network and tools and tips to use as you work with your Enterprise Advisers.

Thank you for joining the Network and we look forward to working with you in 2017.

**The London Enterprise Coordinator Team**

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## About The Network

### The National Network

The Enterprise Adviser Network was established as the flagship programme of the Careers & Enterprise Company.

The Enterprise Adviser Network is currently made up of approximately a third of secondary schools in England. There are over 1700 Enterprise Advisers and 100 Enterprise Coordinators.

Across England, over 70% of the Enterprise Advisers are Director or Senior Manager level within their organisations and 40% are from small and medium enterprises.

Through the Enterprise Adviser Network, you are joining not only a local but a national network of schools looking to strengthen their current careers and business engagement provision and support young people to be more informed about, and prepared for, the world of work.

### The London Network

In London we have developed a Network of over 150 Enterprise Advisers (Professional volunteers). The current Enterprise Adviser cohort consists of representatives from over 140 organisations. These range from Directors of small and medium enterprises and consultants within professional services, to senior HR professionals from a broad range of backgrounds and sectors.

This academic year an additional 100 Enterprise Advisers and 60 schools will join the London Network. We are pleased that you have decided to join us as we expand our reach.

National Enterprise Adviser recruitment is supported by the Chartered Institute of Personnel and Development (CIPD). The CIPD is supporting the London Enterprise Adviser Network to identify and recruit senior professionals from Human Resources (HR), Early Talent and Learning and Development backgrounds. This complements Team London's recruitment through existing volunteer and corporate networks, with Enterprise Advisers able to provide a professional insight into the current employment landscape within their sector.

The London Enterprise Adviser Network is also focusing its recruitment around priority areas, such as small and medium enterprises, creative and technology sectors, to reflect London's growth industries.

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## Meet the Team



**Aimee Presly**  
**Business Manager**

Aimee is the Business Manager for Team London. She has the overall responsibility for the London Enterprise Adviser Network. Aimee leads on Team London's business engagement and previously worked in training and development within the hospitality industry.



**Andrew Moffat**  
**Lead Enterprise Coordinator**

Andrew leads the Enterprise Adviser Network for west London. He previously worked for WE, a youth social action charity. At WE he developed their schools programmes and created their citizenship curriculum for students across the UK.



**Jordan Hurcombe**  
**Lead Enterprise Coordinator**

Jordan leads on the development of the Enterprise Adviser Network for the east London boroughs. She previously managed the 'Business Action Groups for Schools' programme for the East London Business Alliance.



**Lopa Sarkar**  
**Lead Enterprise Coordinator**

Lopa leads on the Enterprise Adviser Network in the central and south London boroughs. She previously worked for Canada's largest theatre, the Sony Centre for the Performing Arts, managing their education and outreach programme.

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**Steph Warren**  
**Enterprise Coordinator**

Stephanie focuses on developing the Enterprise Adviser Network in the east London boroughs. Prior to working as an Enterprise Adviser, Stephanie was part of a small team working across the UK and India for an international development charity.



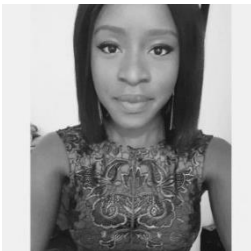
**Jamie Davies**  
**Enterprise Coordinator**

Jamie focuses on developing the Enterprise Adviser Network in central and south London boroughs. He has experience in managing programmes in the charity and education sectors and has a passion for delivering services that enable young people to progress personally, professionally and academically.



**Annabel Sobers-Richards**  
**Enterprise Coordinator**

Annabel focuses on developing the Enterprise Adviser Network in the west London boroughs. She previously worked for the youth integration charity 'The Challenge' working specifically on the National Citizen Service programme.



**Gracia Molaso**  
**Enterprise Coordinator**

Gracia focuses on developing the Primary aspect of the Enterprise Adviser Network. She previously worked for Young Enterprise, a finance and enterprise education charity. She led on developing relationships with businesses and schools to deliver finance and business education programmes, from primary to sixth form.

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## About Us

Team London and Mayor's Fund for London are working in partnership to deliver the London Enterprise Adviser Network. Please see below some information on the stakeholders involved in the London Network:



**London Economic Action Partnership (LEAP)** is the body through which the Mayor's office works with London's boroughs and businesses to take a strategic view of the regeneration, employment and skills agenda for London.

Team London and Mayor's Fund for London are delivering the London Enterprise Adviser Network on behalf of the London Economic Action Partnership. The Enterprise Adviser Network supports a number of Mayoral priorities and campaigns, including the London Ambitions Careers Offer. [lep.london](http://lep.london)

**Team London** is the Mayor of London's volunteering programme. Volunteering builds stronger links between communities and brings people of different ages and backgrounds together. It also helps to increase social mobility and ensures that London's opportunities are open to all. Team London leads on the delivery and the development of the overall London Enterprise Adviser Network. [www.london.gov.uk/what-we-do/volunteering](http://www.london.gov.uk/what-we-do/volunteering)

**Mayor's Fund for London** empowers young Londoners from disadvantaged backgrounds to acquire the skills and opportunities they need to secure employment, climb the career ladder and escape the threat of poverty. The Mayor's Fund for London leads on delivering aspects of the Enterprise Adviser Network. [www.mayorsfundforlondon.org.uk](http://www.mayorsfundforlondon.org.uk)

**The Careers & Enterprise Company** aims to expose young people to the world of work to inspire them and help them to make more informed decisions about their future. The Enterprise Adviser Network is the flagship programme of The Company who fund Local Enterprise Partnerships across England to establish their Networks at a local level. There are 38 LEPs involved in the network. [www.careersandenterprise.co.uk](http://www.careersandenterprise.co.uk)

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## **City Bridge Trust and Central London Forward**

City Bridge Trust is the City of London Corporation's Charity. Its mission is to tackle disadvantage in London. Central London Forward is a partnership of eight local authorities who champion the collective interests of central London residents and businesses. City Bridge Trust and Central London Forward are funding the expansion of the London Enterprise Adviser Network. [www.citybridgetrust.org.uk/](http://www.citybridgetrust.org.uk/)

**Greater London Authority (GLA)** makes London a better place for everyone who visits, lives, or works in the city. Over 700 people work at the GLA in a variety of roles, ranging in departments from Team London, the LEAP, Housing and Land to the Environment. Mayor's Fund for London and Team London are working closely with the GLA Education and Youth Team, who work across a number of programmes that support improving education and preparing young for the world of work, such as the London Ambitions Careers Offer detailed below. [www.london.gov.uk/](http://www.london.gov.uk/)



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## Steps to Joining the Network

Please see below some simple steps that need to be completed in order for your school to start its Enterprise Adviser Journey.

### **Nominating a lead for the Network from the Senior Leadership Team (SLT)**

In order to begin the process you will need to assign a member of staff who will be the school lead. This person will be the main point of contact and will coordinate the programme from within the school. It is important that, if the lead is not a member of SLT, there is a member of SLT engaged with oversight of the Network's development in school. The school lead will then work with the Enterprise Coordinator and Advisers to complete the following documents:

### **Sign and Return the Memorandum of Understanding**

This acts as an agreement between you and your Enterprise Coordinator stating the general terms of the commitment that each side will deliver.

Click [here](#) to complete online or turn to Page 10 for a printable version.

### **Sign and Return the Consent Declaration Form**

Your Enterprise Coordinator may need to record contact details and information about the school and share this with the Greater London Authority (GLA), The Mayor's Fund for London, the Careers & Enterprise Company and their partners. By signing the Consent Declaration Form you are allowing your Enterprise Coordinator to share your details for purposes of administering your involvement in, and the efficient delivery and promotion of, the Network. Please note this is a requirement for joining the Network.

Click [here](#) to complete online or turn to Page 12 for a printable version.

### **Complete the Compass Careers Benchmark Tool**

The Compass Careers Benchmark Tool must be completed upon joining the Network and at the end of each academic year. By completing the Tool and keeping us up to date with your plans, you will be able to see the school's progression, mapped against the Gatsby benchmarks. You will also be given initial recommendations to direct the first conversations with your Enterprise Adviser(s). The Compass Careers Benchmark Tool data is shared with the Careers & Enterprise Company, in order for them to gain an understanding of what is working and what the challenges are across England. Once completed, please download a copy and send to [EnterpriseAdvisers@london.gov.uk](mailto:EnterpriseAdvisers@london.gov.uk)

Click [here](#) to complete Compass. Please note that you are able to save your progress and return to the form.

**Completing the above steps is a necessary requirement for joining the Enterprise Adviser Network. The Enterprise Coordinator Team will not begin the matching process until they have received confirmation that these steps have been completed.**

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## Memorandum of Understanding

This is a Memorandum of Understanding (MoU) between The Careers & Enterprise Company CIC, the School named below, Mayor's Fund for London and Team London.

<b>School Name</b>	
<b>Registered Address</b>	

### The Programme

The purpose of the Enterprise Adviser Network is to create powerful, lasting connections between local businesses and the schools and colleges in their area.

### The Commitment

Your school commits to:

- Providing a nominated person from the Senior Leadership Team to oversee the school's involvement in the Network
- Completing the Compass Careers Benchmark Tool on joining the Network and a subsequent follow up assessment to support in measuring the impact of the Network
- Sharing the results of the Compass Careers Benchmark Tool with your Enterprise Coordinator
- Conducting an initial needs assessment using the tools provided to identify what current activity works well and any gaps in provision
- Developing and/or adapting the school strategy to embed work related learning across the school
- Committing to delivery of an agreed plan utilising audit and development tools
- Sharing plans, needs assessments and other documents relating to the development of the strategy with your Enterprise Coordinator
- Arranging and attending meetings and calls with your Enterprise Adviser(s), at least one interaction per month
- Attending and participating in wider Network meetings, at least one event per academic year
- Joining the Network for a minimum of one academic year
- Sharing best practice and case studies with the Enterprise Advisers and Enterprise Coordinators
- Permitting receipt of email communication from Mayor's Fund for London, Team London and the Careers & Enterprise Company
- Offering honest feedback and review of the programme to support continuous improvement
- Ensuring Enterprise Advisers are made aware of the school's Safeguarding and Health and Safety Policy procedures on their first visit

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- Ensuring sufficient Health and Safety and Public Liability insurance and policies are in place for Enterprise Advisers and external visitors to the school

Mayor's Fund for London and Team London commit to:

- Providing support from a full-time Enterprise Coordinator (EC)
- Matching up to two trained Enterprise Advisers (EAs) per school/college
- Supporting the development of a whole school employer engagement and careers education strategy
- Signposting to examples of evidenced best practice
- Providing opportunities to share good practice
- Signposting to careers education programmes and existing local provision, where relevant
- Completing enhanced Disclosure and Barring Service checks for every Enterprise Adviser
- Providing tools to enable the school senior leadership team to develop and implement a robust and sustainable careers and business strategy
- Dealing with complaints in a timely and professional manner
- Ensuring Enterprise Advisers abide by the Team London Volunteer Code of Conduct: [www.london.gov.uk/what-we-do/volunteering/volunteer-team-london/team-london-volunteer-code-conduct](http://www.london.gov.uk/what-we-do/volunteering/volunteer-team-london/team-london-volunteer-code-conduct)

## Activity not within the Programme Scope

Mayor's Fund for London and Team London will not:

- Deliver careers and enterprise programmes directly to students
- Offer careers advice or work with students on a one to one bases
- Disrupt existing external or school-based programmes that are working well
- Duplicate existing activity
- Charge for any services

## School/College Representative

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Date: \_\_\_\_\_

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## Consent Declaration Form

Thank you for joining the Enterprise Adviser Network.

Your Enterprise Coordinator(s) may need to record information about you and share this information with the Greater London Authority (GLA), The Mayor's Fund for London (MFL), the Careers & Enterprise Company (The Company) and their partners, for the purposes of administering your involvement in, and the efficient delivery and promotion of, the Network, and/or sharing with your employer for the promotion of the scheme.

### Personal Data

Personal data is information that identifies you. This may include your name, date of birth, address, telephone number etc.

### Sensitive Personal Data

Sensitive personal data is data related to any of the following characteristics in relation to you: racial or ethnic origin, political opinions, religious beliefs, trade union membership, health, sexuality, offences or convictions.

In regards to this scheme, sensitive personal data will only be recorded anonymously for equality and diversity monitoring purposes and will be shared only in anonymised, aggregate form for the purpose of monitoring the diversity of the Enterprise Adviser Network as a whole.

The GLA and The Company are the joint data controller under the Data Protection Act 1998 (DPA). Your personal data will be treated in strict confidence, will only be processed or shared with your consent or where required by law, and will at all times be dealt with in accordance with the requirements of the DPA. For further information, please contact your Enterprise Coordinator or The Company.

Please check the declarations below to ensure you are happy to consent to the GLA, MFL and The Company processing (including recording, using, storing and sharing) your personal data with the organisations and for the purposes stated below. By signing this form, you are giving the GLA, MFL and The Company permission to process your personal data in this way. If you specifically would not like your personal data to be shared with your employer, you may withhold your consent by leaving the relevant box blank.

### Permission to record, process, and store your data

Yes, I consent to the GLA, MFL and/or The Company:

- processing (including recording and storing) my personal data for the purposes of the effective operation, management, administration, and evaluation of the Enterprise Adviser Network
- sharing my personal data with relevant third party partners (currently Department for Education and Pye Tait Consulting, or their sub-contracted parties) for the purposes of assessing, monitoring and evaluating the efficient delivery of Network.
- contacting me by email about opportunities/activities arising from my participation in the Enterprise Adviser Network.

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- I retain the right to opt-out of this consent any point (any impact on my ongoing involvement in the scheme to be advised to me at the time)

Permission to share your data with your employer

**(Optional)**

Yes, I consent to my personal data being shared with my employer for the purpose of promoting my involvement and the work of the Enterprise Adviser Network as a whole.

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First Name

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Last Name

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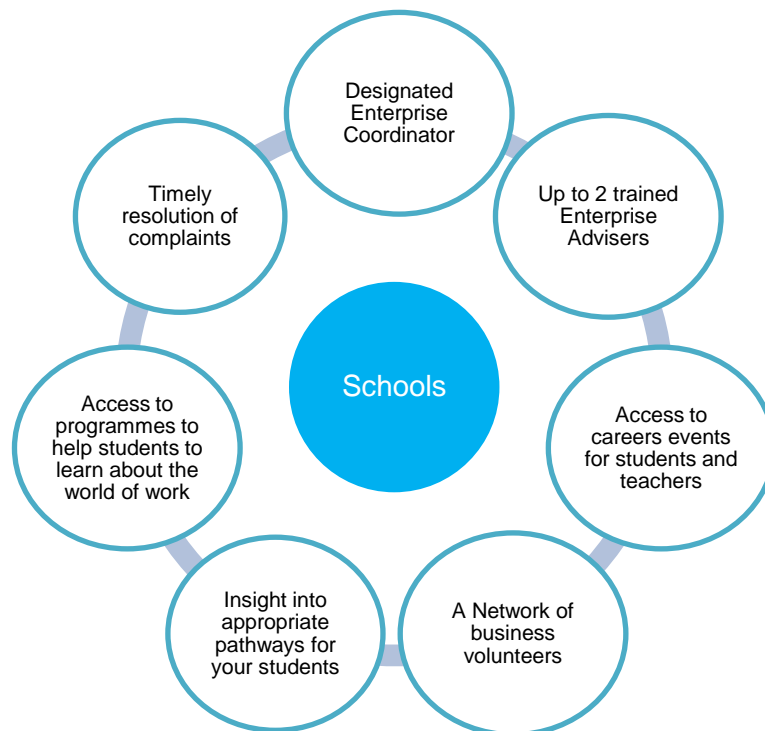
Signature

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Date

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## What you can expect from the Enterprise Adviser Network



- Enterprise Advisers to undertake an enhanced Disclosure and Barring Service (DBS) check with Team London or Mayor's Fund for London
- Support from Enterprise Advisers who are recruited, trained and supported by Mayor's Fund for London and Team London
- Information on careers events and wider network updates through your Enterprise Adviser(s), Enterprise Coordinator and via a termly newsletter
- Access to a network of business volunteers who can offer opportunities for your students. You will also have the chance to connect with opportunities through the Enterprise Adviser Toolkit and London Ambitions Portal
- Complaints to be dealt with in a timely and professional manner;
  - For complaints regarding the Network, please speak to your Enterprise Coordinator in the first instance.
  - To escalate a complaint, please contact Aimee Presly, Senior Enterprise Coordinator and Business Manager: [Aimee.Presly@london.gov.uk](mailto:Aimee.Presly@london.gov.uk)
- Enterprise Advisers to comply with the Team London Code of Conduct: [www.london.gov.uk/what-we-do/volunteering/volunteer-team-london/team-london-volunteer-code-conduct](http://www.london.gov.uk/what-we-do/volunteering/volunteer-team-london/team-london-volunteer-code-conduct)

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## Expectations on joining the Enterprise Adviser Network



- Timely response to requests for information, in particular the completion of Compass and follow up
- Updates on what you have been working on with your Enterprise Advisers. This means we can give input and insight into plans and meetings
- A member of Senior Leadership Team must have oversight of the relationship with the Enterprise Advisers and attend at least the first meeting
- Notification if the school lead for the Enterprise Adviser Network changes. It is important that if there are changes to the lead contact/team you let your Enterprise Coordinator know with as much notice as possible
- Regular and timely contact with your Enterprise Advisers
- Schools to comply with all Health and Safety protocols and have sufficient public liability insurances to cover external visitors when Enterprise Advisers are on site.

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## The Enterprise Adviser Journey

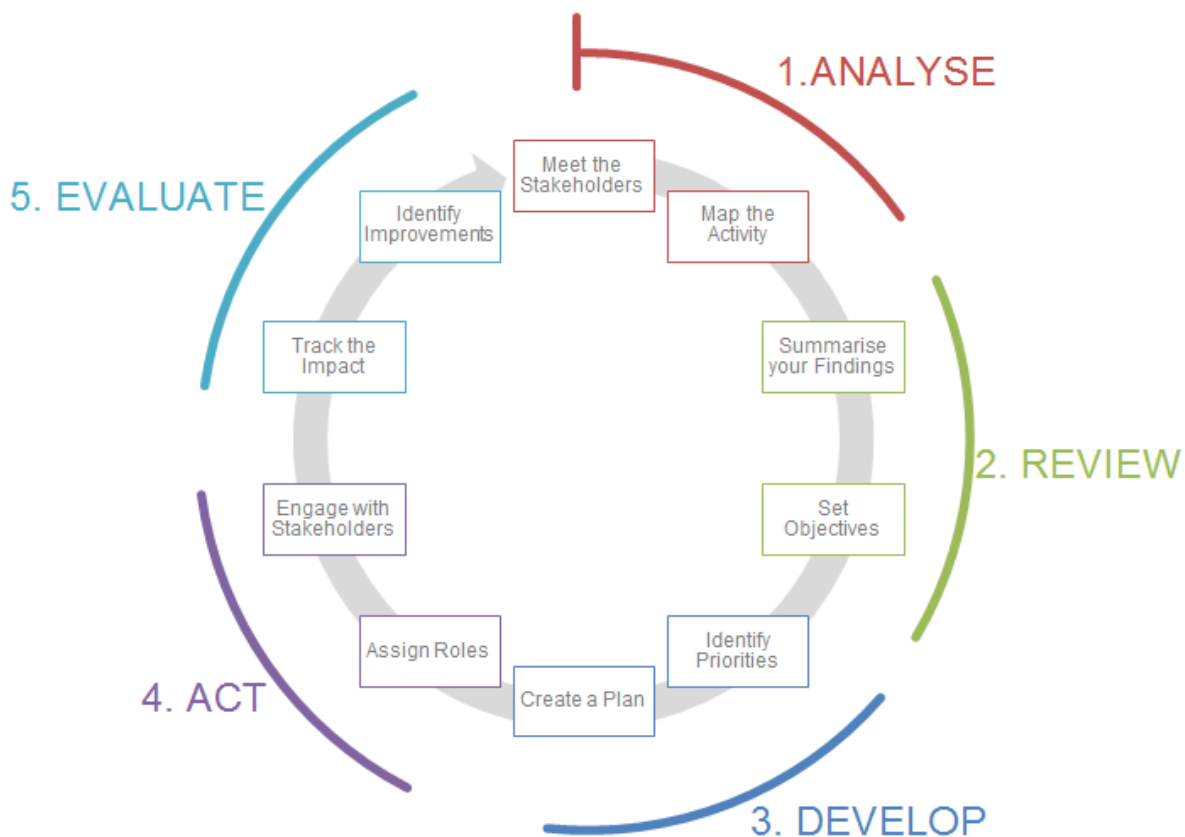
As part of their induction, Enterprise Advisers have been trained in utilising the Enterprise Adviser Journey and tools outlined over the next section.

When working in partnership to develop a careers and business engagement strategy you must look to the existing activity at the school and what the needs of teachers, parents, governors and students are. This will ensure that we are creating a foundation on which an effective and sustainable strategy can be built.

We have suggested a process which may assist you. It is not the only way of working but you may find it a useful way to break down the steps in developing a whole school strategy. Your Enterprise Adviser and Coordinator will support you through this journey.

### Phases of the Enterprise Adviser Journey

- |    |                                     |  |
|----|-------------------------------------|--|
| 1. | <b>Analyse the Situation</b>        | Map out the current activity at the school |
| 2. | <b>Review the Current Provision</b> | Identify long and short-term priorities    |
| 3. | <b>Develop the Strategy</b>         | Build on the existing strategy             |
| 4. | <b>Take Action</b>                  | Activate the strategy                      |
| 5. | <b>Evaluate your Progress</b>       | Reflect on the current work and plan ahead |





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## Utilising the Journey Framework

Within each phase, there is a list of potential steps that can take place within your school's journey. Each step contains a list of actions and resources that can support you. The key is below:

### □ Step

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- + Action
  - *Resource/template provided to support*

Resources and templates will be provided by your Enterprise Coordinator.

Under each phase, we have highlighted the key steps that should be undertaken. In each section, key steps are highlighted in the colour that responds to the heading. An example is below:

### □ Conduct a Needs Assessment

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- + Find out if the school already has a Needs Assessment. Support the school to map the current careers offer in terms of the student-facing activity and the careers strategy and policy. This is vital to understand how the school can best be supported.
  - ***Compass Careers Benchmark Tool***

Mandatory steps and outputs of the programme are also highlighted in ***bold italics***, such as the London Needs Assessment above. Each school that is part of the Enterprise Adviser Network must ensure they complete the Key Steps.

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## 1. Analyse the Situation

It's essential that you begin by gaining an idea of what currently exists and what the strengths and weaknesses of the strategy are.

### Carry out the first meeting

---

- + What are the school's expectations of the programme? What is the overall goal?
- + What are the Enterprise Advisers' expectations of the programme?
- + What upcoming events need immediate support? These can be addressed immediately while the long-term projects are in process.
  - o *Appendix 5: The First Meeting*

### Conduct a Needs Assessment

---

- + Find out if the school already has a Needs Assessment. Support the school to map the current careers offer in terms of the student-facing activity and the careers strategy and policy. This is vital to understand how the school can best be supported.
  - *Compass Careers Benchmark Tool*

### Research the Head Teacher's vision

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- + Find out more about the school ethos, the vision of the head teacher and what his/her priorities and aims for the school are.

### Map key stakeholders

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- + Decide who needs to be involved to ensure it is delivered across the school. You may like to map this out or simply use the mapping tool as an aide for discussion.
  - *Stakeholder Map*

### Meet key stakeholders

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- + Decide which stakeholder groups you need to meet or engage with and what questions you would like to ask.
- + Meet with the School Council
- + Meet with the Senior Leadership Team and other key staff members
- + Meet with School Governors
- + Survey parents and students

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## **Decide how you will share information**

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- + Decide whether you will create a shared folder or drive or if you will update documents over email.

## **Decide on a format for regular meetings**

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- + By creating an agenda and following up with set actions your meetings will stay on track and there will always be accountability when dividing tasks.
  - *Agenda and Action Template*

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## 2. Review the Current Provision

Take a look at the results of the Needs Assessment and the feedback from the school's key stakeholders. This will allow you to set clear learning objectives for each year group to ensure that the provision available is supporting a wider strategy and vision for careers.

### □ Evaluate the current provision

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- + Use the Needs Assessment to find out what is working well and how this can be strengthened or used as best practice for other parts of the strategy
- + Use the Needs Assessment to see where there are areas for development or gaps in provision exist and whether these are a priority or have been de-prioritised for a reason
  - *Post Needs Assessment Prompt Questions*
- + Discuss the profile that careers has in the school and how this could be promoted more.

### □ Summarise the important information gathered from key stakeholders

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- + What did the stakeholder groups tell you about their experiences of the current provision and how they feel it could be improved?

### □ Summarise the key learnings from the Needs Assessment

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- + Summarise the outcomes of the Needs Assessment.
- + Identify areas of support for teachers' professional development and knowledge.

### □ Look at existing examples of careers strategies

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- + There are lots of examples of good practice when developing a careers and business engagement strategy. Have a look at various options and see what ideas you could use for the school.
  - *The London Ambitions Careers Curriculum*
  - *The CDI Framework for Employability*

### □ Develop learning objectives for each year group

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- + The Objective Setting Template will support you in assigning objectives for each year group and ensuring that they feed into each other to create a cohesive strategy.
  - *The London Needs Assessment Objective Setting Template*

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## 3. Develop the Strategy

Begin to build a cohesive strategy that will bring together the needs of each year group and the school as a whole. You may start by reducing the number of activities on offer or developing a small project.

### Identify long-term and short-term priorities

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- + Decide on what you'd like to begin working on as a group and what actions can wait.

### Ensure you are addressing the needs of each stakeholder group

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### Create a calendar of events or map events to the school's current calendar

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- + It may be useful to map the current activity on a calendar so you can spot busy periods in the academic.

### Identify organisations that can support you

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- + Our Toolkit can help you in choosing the right organisations to support different priority areas and year groups. You will also need to do your own research. A good place to start is the beneficiaries of the Careers & Enterprise Company Fund and the Careers & Enterprise Company Mentoring Fund.
  - *The London Enterprise Adviser Toolkit*

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## 4. Take Action

This phase will give you the opportunity to gain buy-in across the school so that is easier for the careers lead to engage staff and students in the careers activities. This phase is likely to span several months.

### Present the strategy and action plan to the Senior Leadership Team

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- + You may want to present to the head teacher or SLT to ensure buy-in. If this isn't possible you could write a letter to the head teacher or governors outlining your research and future plans and ask for their support.

### Assign roles

---

- + Decide who will take responsibility for different strands of the strategy. You may wish to work as a group or on separate projects with the careers leads in the school.

### Set up regular meetings or calls

---

- + Decide on regular dates to meet or use your Enterprise Coordinator to set up a regular conference call for intermittent updates. This will give every the opportunity to update on any progress made and any changes in the school's priorities or challenges.

### Support ongoing activity

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- + Enterprise Advisers can support the school lead in planning and delivering careers events and interventions. The ownership of all careers activity belongs to the careers lead but Enterprise Advisers can support the lead as necessary.

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## 5. Evaluate your Progress

This may happen at the end of an academic year or after one full academic year of the initial strategy being put in place.

### Ask students and teachers for their feedback

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- + Ask students what they felt was interesting, engaging and effective, as well as what could be further improved. You may want to link this with an initial survey of students' experiences and confidence with their knowledge of careers.
- + Ask teachers or year group leaders what they felt worked well and what they would like to see in place for the following year.

### Track the impact of the strategy

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- + Have a think about what data is being tracked. Does the school track students' destination data? Do they track how many interactions with the world of work each student has?

### Complete your end of year Compass Careers Benchmark Tool

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- + Upon joining the Network, each school will have completed a survey outlining information on existing provision. The Enterprise Advisers and school should work together to complete Compass again.
  - [Compass Careers Benchmark Tool](#)

### Create an end of year report

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- + Create an end of year report that outlines the achievements of the careers department and the strategy. This is a good way to reflect on the year.

### Share the impact

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- + Use the end of year report to inform the senior leadership team and the school governors of the progress and successes. This will enable you to gain greater buy-in for the following year. Share with your Enterprise Coordinator to support the sharing of best practice across the Network.

### Plan improvements

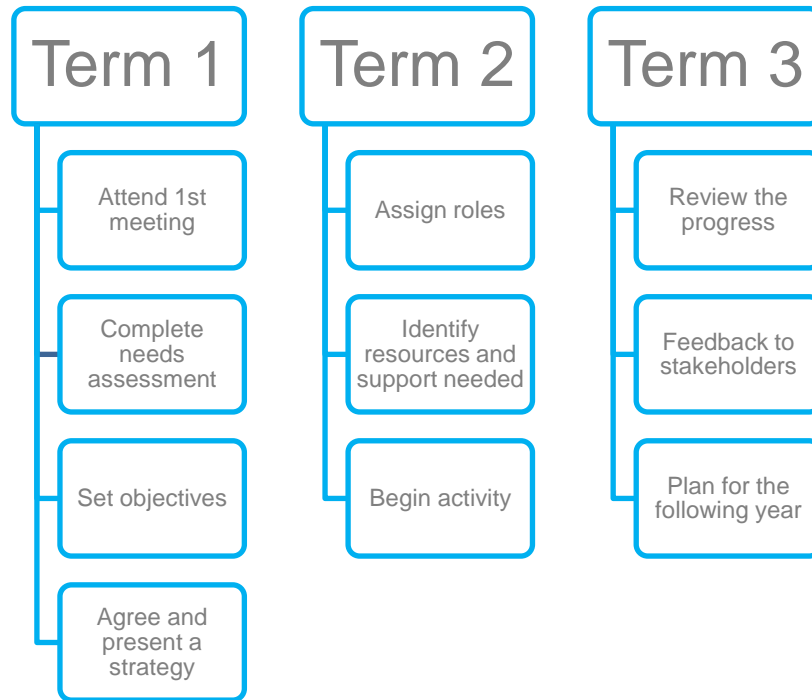
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- + Begin planning for improvements to the current strategy and the role Enterprise Advisers can play in supporting the school lead.

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## Termly breakdown of actions

The timeline below can be used as a guide to identify where you are on the Enterprise Adviser Journey. Each school will be at a different point in developing its careers provision, therefore the time it takes to complete each step and transition to another phase will vary. Your Enterprise Coordinator will support you through this journey.





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## The Network in Action

Below are some examples of the Enterprise Adviser Network in action, to give you an example of how local schools are utilising their Enterprise Advisers.

### **Eastlea Community School, Newham**

Martin is a Talent Consultant and has been an Enterprise Adviser for Eastlea Community School since March 2016. He joined the programme because he says through his work he often hears *“education blame industry for not assisting in the careers curriculum enough and industry blame education for not acting quickly enough, so to be able to do something to change that was appealing”*. Martin and his co Enterprise Adviser Judith have supported the school to develop a Careers Curriculum for each year group, to help utilise existing business links and provision more effectively.

### **Jo Richardson Community School, Barking & Dagenham**

One of the schools' Enterprise Advisers, Omy, is an HR Trainee. She said she thinks that careers education and guidance is important to ensure students *“make informed decisions and ultimately provide the opportunity for work life skills experience at an early stage”*. Her highlight of the programme so far is being involved in redeveloping the mock interviews as it *“highlighted the significance to schools and businesses that having a working relationship can enrich young people and develop future talents”*.

### **St Joseph's College, Croydon**

After completing a Needs Assessment and review of current provision, student exposure to alternative pathways into work outside of university was identified as a key area lacking in provision. Jayne and Suzanne, a Business Director and HR Manager, supported the school to design a Future Pathways Day for Year 11, unlocking their own networks to deliver sessions around apprenticeships, CVs and higher education. Jayne and Suzanne are now working with the school leads to develop a clear student journey for their careers provision.

### **Sarah Bonnell School, Newham**

As a school with a careers strategy in place, the school lead was looking for support with raising the profile of the opportunities provided to students at Sarah Bonnell. The Enterprise Advisers supported the school to create a new a new student leadership role, Careers Ambassadors, and helped recruit and train the new ambassadors. The Assistant Headteacher said *“We have been delighted with the impact of the Enterprise Adviser programme. Our Enterprise Advisers have become a critical friend, enabling us to offer the girls opportunities that we previously wouldn't have considered.”*

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## Useful Links

[The Careers & Enterprise Company](#)

[London Ambitions Report](#)

[London Ambitions Careers Curriculum](#)

[The CDI Framework for Careers, Employability and Enterprise Education](#)

[The CDI Report “Why Does Employer Engagement Matter? A Toolkit for Managing Employer Activities in Schools and Colleges”](#)

[Department for Education: Careers Guidance and Inspiration in Schools](#)

[London Ambitions Portal](#)

[Team London Enterprise Adviser Page](#)

[Team London Young Ambassadors Programme](#)

[Gatsby Report “Good Careers Guidance” by Sir Jonathan Holman](#)

[Team London Primary School Baseline Survey](#)

[Team London Secondary School Baseline Survey](#)

[Compass Gatsby Diagnostic Tool](#)

[Team London Enterprise Adviser Toolkit](#)

[Job Centre Plus in Schools](#)

[The Careers & Enterprise Company Investment Fund Beneficiaries](#)

[National Careers Service Inspiration Agenda](#)

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## Frequently Asked Questions

### **What is the overall aim of the programme?**

The Enterprise Adviser Network aims to support schools in developing careers and business engagement strategies. The programme identifies areas for development in the school's current careers provision and signposts them to opportunities or organisations. Schools on the programme will then create a sustainable careers and business engagement strategy meaning the young people leave having had quality encounters with people from the world of work. This will have helped them to develop employability skills and increased their work readiness.

### **How long does the programme last for?**

Enterprise Advisers commit to the Network for a minimum of one academic year. We hope that the relationship between you and your Enterprise Adviser will continue past this point and your Enterprise Adviser remains as a careers link for the school giving continual support and advice as a 'critical friend'.

### **What if I can't get hold of my Enterprise Adviser?**

You have a designated Enterprise Coordinator whose role is to manage the relationships in a number of schools. You can contact your Enterprise Coordinator if you would like any support.

### **How are the Enterprise Advisers selected?**

All Enterprise Advisers go through a screening and training process before being matched to a school. Initially they register their interest by submitting an application form in which they are asked about their career history, motivations for joining the Network and what they think they would bring to the Network. The applications are screened by the Enterprise Coordinators and appropriate candidates are then interviewed. All successful candidates attend a training session at City Hall.

### **How are Enterprise Advisers matched to schools?**

During the application process, Enterprise Advisers are asked to indicate their preference of borough and whether they would like to work with a primary or secondary school. We try to give them their preference where possible. During the schools sign up process you would have been asked if there are particular skills, industries and areas of knowledge you would want your Enterprise Adviser to have and we use this information to match carefully.

### **What information do the Enterprise Advisers have about the school?**

They are given an overview of the school that tells them the number of students on roll, type of school, Ofsted Rating, specialities and achievements. The overview also includes further information on student demographics including EAL and FSM statistics.

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## **How much time can I expect from my Enterprise Adviser?**

Enterprise Advisers are asked to commit one day a month (approximately eight hours) to their matched school. This can be a combination of school and workplace visits, email communication and research. There may be some circumstances in which your Enterprise Adviser is unable to continue with the programme. If this is the case then we will do our best to match you with a suitable Enterprise Adviser as soon as possible.

## **How much time can I expect from my Enterprise Coordinator?**

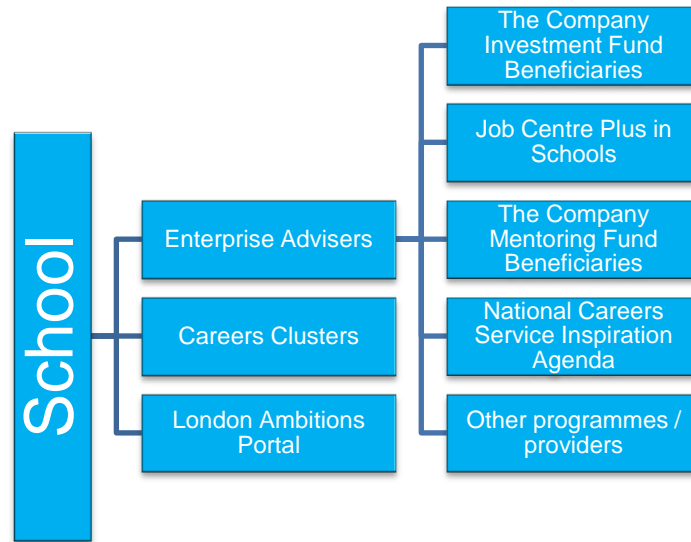
Your Enterprise Coordinator is there to facilitate the relationship between the school and the Enterprise Adviser. He/she will attend initial meetings with your Enterprise Advisers and then will step back, allowing a positive working relationship to develop. We ask that the Enterprise Coordinator is cc'd in to all emails and informed of any meetings that take place

If you have any other questions then please do not hesitate to get in touch with your Enterprise Coordinator

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## Appendix 1: The Wider London Offer

The London Enterprise Adviser Network is part of a wider offer for London schools to develop their careers offer.



**The London Ambitions Careers Offer** is a report by the former LEP, the Mayor of London and London Councils. It focuses on the career prospects of young Londoners. The report outlines seven elements of successful careers education.

Key elements:

1. Every young Londoner should have access to an impartial and personalised careers education.
2. Every young Londoner should have completed at least 100 hours of work experience before they are 16.
3. Every secondary school and college should have an explicit publicised careers policy and curriculum.
4. Every institution should have a governor that ensures students are supported to connect their learning to careers.
5. Every secondary school and college should have up-to-date, user-friendly labour market intelligence/information (LMI).
6. 'Careers Clusters' should be developed to share resources and improve awareness of London's labour market.
7. The London Ambitions portal should be used to enable schools and colleges to support the careers development of young Londoners.

The Enterprise Adviser Network aims to support the delivery of recommendations 2 and 3.

[lep.london/publication/london-ambitions-careers-offer](http://lep.london/publication/london-ambitions-careers-offer)

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## Careers Clusters

In August 2016, 12 geographic or sector-led careers clusters were announced. Funded by the Skills Funding Agency, secondary schools and further education colleges will work together to help their senior leadership teams to design a high quality careers guidance offer. Careers Clusters will pilot sustained employer activities for pupils, help teachers understand London's job opportunities, match and support pupils into work placements and internships.

## The London Ambitions Portal

The London Ambitions Portal lists the careers education opportunities provided by businesses. Teachers can search for the best work experience opportunities. The portal also helps schools, colleges and businesses to connect directly with each other. This makes it easier to share information and best practice. The portal is open to all schools in London.  
<https://londonambitionsportal.london.gov.uk/>

## The Careers & Enterprise Company Investment and Mentoring Fund Beneficiaries

The Careers & Enterprise Fund was created in 2015 to increase the number of encounters school pupils have with employers. According to research this dramatically reduces their chances of becoming NEET and increases future salary by on average 18%. Focusing on areas in greatest need, 75% of funding has been directed to 'cold spot' areas.

There are now ten Investment Fund and five Mentoring Fund Beneficiary organisations who have been awarded funding to work with schools in London. These organisations are encouraged to support schools that are part of the Enterprise Adviser Network.  
[www.careersandenterprise.co.uk/careers-enterprise-fund-beneficiaries](http://www.careersandenterprise.co.uk/careers-enterprise-fund-beneficiaries)

A list of the Investment Fund and Mentoring Fund Beneficiaries can be found in the Enterprise Adviser Toolkit.

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## Appendix 2: Supporting schools to meet the Gatsby Benchmarks

Commissioned in 2014 by The Gatsby Charitable Foundation, [Good Careers Guidance](#) written by Sir John Holman sets out ten recommendations on how to improve the career guidance system, based on his research of education institutions across the world. These recommendations were then developed into eight benchmarks, called the “Gatsby Benchmarks”, and have been embedded by organisations such as The Careers & Enterprise Company, the Sutton Trust and Teach First. These benchmarks form a set of best practice guidelines that each school in England should be providing for their young people.

### The Benchmarks:

1. A stable careers programme
2. Learning from career and labour market information
3. Addressing the needs of each pupil
4. Linking curriculum learning to careers
5. Encounters with employers and employees
6. Experiences of workplaces
7. Encounters with further and higher education
8. Personal guidance

The London Enterprise Adviser Network supports the realisation of London Ambitions’ recommendations 3 and 4 and Gatsby Benchmarks 5 and 6.

<http://www.gatsby.org.uk/uploads/education/reports/pdf/gatsby-sir-john-holman-good-career-guidance-2014.pdf>

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## Appendix 3: The Enterprise Adviser Role Description

### Overview of the role

Enterprise Advisers should:

- Build a positive and supportive relationship with a school.
- Work with SLT and a partner Enterprise Adviser (where applicable) to complete a needs assessment focusing on existing careers provision, successes, challenges and gaps.
- Follow up with the SLT on agreed actions and develop proposals based on the needs assessment.
- Support the SLT to design a whole school careers and business engagement strategy.
- Research and connect the SLT to relevant programmes offered by businesses and third sector.
- Draw on existing networks to support the SLT to implement a strategy.
- Be able to demonstrate flexibility when arranging meetings and calls with schools as these may need to take place during the school day (between 9:00am – 3:30pm).
- Undertake satisfaction surveys to support the evaluation of the programme.

### Skills and Experience

Enterprise Advisers should be:

- Experienced at communicating with a wide range of senior stakeholders, including teachers and business professionals.
- Experienced at developing proposals and strategies.
- Comfortable engaging businesses and work related programmes to support a school to implement a careers and business engagement strategy.
- Willing to promote both vocational and academic routes into work and have an understanding of the current labour market.
- Sympathetic to the challenges faced by schools and able to offer relevant, impartial, practical and impactful advice which can be easily implemented.

### Support

Enterprise Advisers have access to:

- A dedicated Enterprise Coordinator for ongoing support and guidance.
- A network of talented professionals to share lessons learned and best practice.
- Toolkits and resources.
- Face-to-face training and induction as well as access to networking opportunities and events.



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## The London Enterprise Adviser Network partners:

Funded by the Careers & Enterprise Company, Central London Forward and City Bridge Trust, the City of London Corporation's charity.

Supports London Ambitions and the London Enterprise Action Partnership.



Delivered by Mayor's Fund for London and Team London.

