

Evaluation of the Enterprise Adviser Network

Enterprise Adviser Survey 2020



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Contents

1. Introduction	1
2. Who are Enterprise Advisers	3
3. What do Enterprise Advisers do?	7
4. How are Enterprise Advisers supported?	12
5. What impact do Enterprise Advisers have?	17



About this report

This report presents the results of the 2019/2020 survey conducted by SQW of over 800 Enterprise Advisers. SQW is carrying out an evaluation of the Enterprise Adviser Network on behalf of The Careers & Enterprise Company. The Enterprise Adviser survey forms a part of this evaluation alongside online surveys and extensive telephone interviews with a range of stakeholders including Enterprise Coordinators, Hub Leads and Careers Leaders in schools and colleges. This report updates the evidence on how Enterprise Advisers are supporting schools and colleges and highlights who Enterprise Advisers are, what they do, what motivates them and what they think about impact.

1 | Introduction

Over the past five years the Enterprise Adviser Network (EAN) has grown steadily across the country, connecting business and education to inspire young people and prepare them for the world of work.

The EAN currently consists of over 3,000 Enterprise Advisers, senior business volunteers working alongside Careers Leaders in schools and colleges to support and improve careers education. Enterprise Advisers support careers leaders to develop bespoke career plans based on the needs of all their young people and help them make connections and facilitate regular encounters with employers, training providers, colleges and higher education institutions.

In light of the current Coronavirus pandemic, the role of the EAN has become increasingly important. With large numbers of young people missing out on employer encounters, workplace experiences and careers activities we have seen evidence of Enterprise Advisers working innovatively to support Careers Leaders to adapt. Some Enterprise Advisers have created bite-size videos about their jobs and industries to be shared with students, others have been supporting online careers programmes and engaging with other Enterprise Advisers and Enterprise Coordinators (ECs) through virtual networking events in larger numbers than previously seen. While Careers Leaders have faced challenging circumstances during the summer term, many have used the disruption caused by lockdown as an opportunity to focus on the strategic development of careers planning, supported by Enterprise Advisers.

Moving forward the role of Enterprise Advisers is even more important. As local areas begin to plan and implement economic recovery plans, career guidance will play a vital role.

For young people leaving education, having the relevant skills and experience will be essential. High quality encounters with employers and experiences of the workplace will support young people in making informed choices amidst a changing employment landscape. The role of Enterprise Advisers in supporting Careers Leaders in the strategic development of careers plans and engagement with employers will be critical to ensuring the high quality and relevant careers education in a world post-Covid.

As we reach the fifth anniversary of the EAN, we want to understand more about the ways that Enterprise Advisers can effectively help schools and colleges to deliver world class careers provision and to identify how best The Careers & Enterprise Company can support them. SQW has been evaluating the work of the EAN to develop understanding of the effectiveness of the EAN and support improvements in The Careers & Enterprise Company service delivery.

The Enterprise Adviser survey was completed between November 2019 and March 2020 by 812 Enterprise Advisers across all 38 LEP areas (a response rate of 23%). 34 out of 38 Local Enterprise Partnerships (LEPs) had over ten responses meaning that the aggregated results could be shared with individual LEPs, who jointly fund the delivery of the Enterprise Adviser Network (EAN), to support their work. Of the 812 Enterprise Advisers that completed the survey, 799 had been matched to at least one school or college since signing up to be an Enterprise Adviser. These 799 responses have been used as a base for questions on the experience and impact on being an Enterprise Adviser.

A similar survey of Enterprise Advisers was conducted in 2019. We need to be cautious in comparing the responses between these surveys, as the results may not be representative of all Enterprise Advisers. While we acknowledge the limitations of this comparison it is encouraging to see the majority of findings are similar to those in the 2019 survey, suggesting that where changes are apparent, they are likely to reflect a shift in the views of Enterprise Advisers more widely.

This report updates the evidence on how Enterprise Advisers are currently supporting schools and colleges and shows who Enterprise Advisers are, what they do, and what motivates them. The survey was live pre-Covid, between November 2019 and March 2020 and was sent to all current Enterprise Advisers. Although Enterprise Advisers own personal and employment circumstances have been disrupted, anecdotal evidence suggests that where they can, Enterprise Advisers are still demonstrating the commitment evident in this survey.



2 | Who are Enterprise Advisers?

Most Enterprise Advisers are senior leaders, middle managers and professionals or self-employed, reflecting significant experience in the workplace.

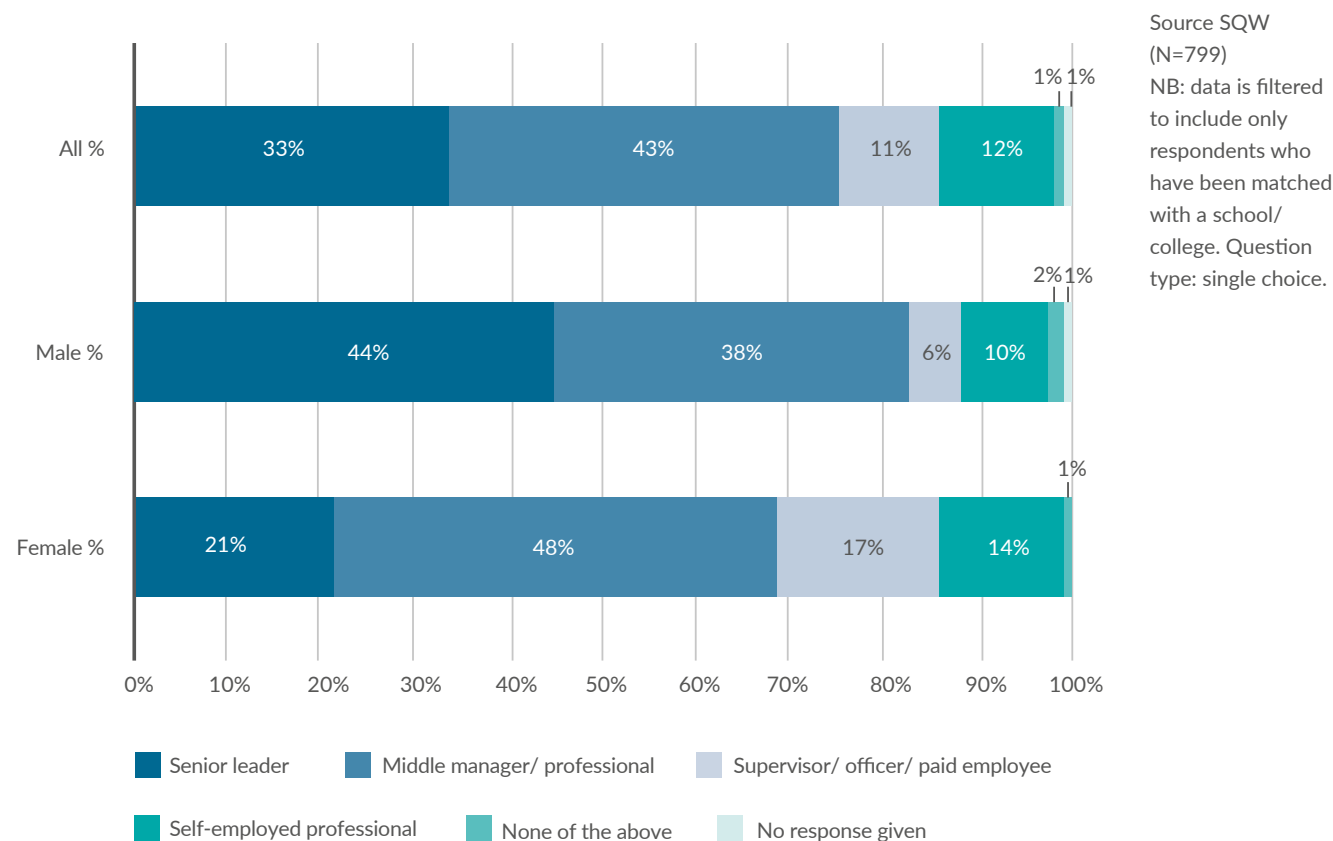
Enterprise Advisers are mostly senior leaders (33%) or middle managers/ professionals (43%). A further 12% of Enterprise Advisers are self-employed and 11% are at supervisory/officer level.

A similar proportion of male (47%) and female (49%) Enterprise Advisers responded to the survey. The gender balance of Enterprise Advisers on the Enterprise Adviser Network Register as of 31st March 2020 was 41% male and 50% female, with the remaining 9% of Enterprise Advisers preferring not to say. This suggests that the responses are generally representative of Enterprise Advisers in terms of gender, with male Enterprise Advisers slightly over-represented in this sample.

Of the Enterprise Advisers who responded to the survey, over twice as many male Enterprise Advisers were in senior leadership positions than female Enterprise Advisers (44% of men compared to 21% of women). A higher proportion of women were middle managers or in supervisor roles (48% and 17% respectively). While this partly reflects the gender patterns within the labour market it suggests that more could be done through Enterprise Adviser recruitment strategies to achieve a balanced gender profile.

Most Enterprise Advisers were in the older age categories, with over three-quarters (76%) of respondents over the age of 40, reflecting significant experience in the workplace.

Job role distribution of Enterprise Adviser respondents



Enterprise Advisers are beginning to build up substantial experience in the role

Although responding Enterprise Advisers had a variety of experience, most Enterprise Advisers have been in the role for between one and three years (45%) and a smaller number (14%) for over three years. A substantial proportion are still relatively new with 40% of Enterprise Advisers in the role for less than one year.

Of these respondents, 98% (N=799) had been matched to at least one school or college. It is this group of matched Enterprise Advisers that have been used in subsequent analysis.

Altruistic factors were the most important when Enterprise Advisers were considering their motivations for the role

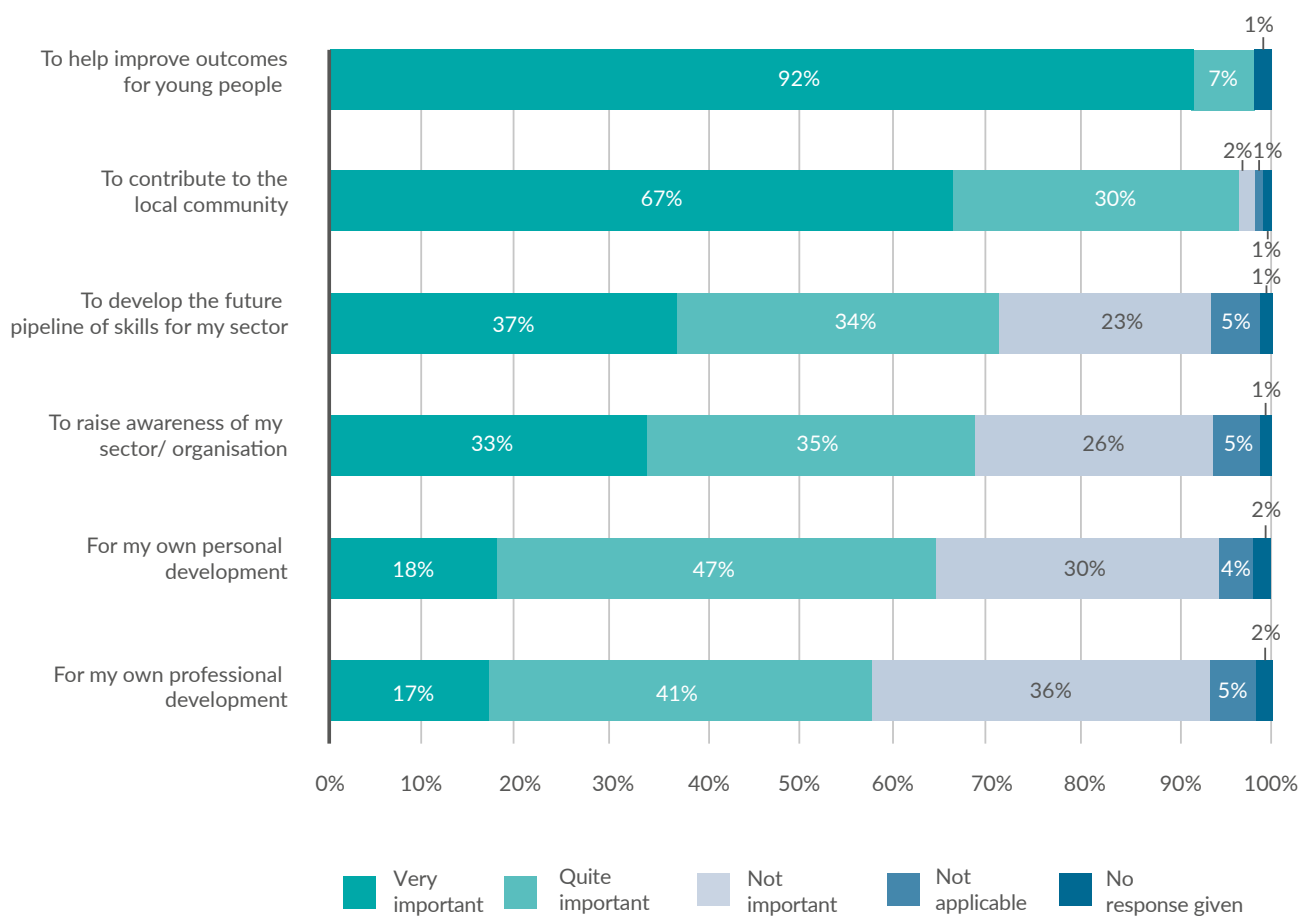
The most common motivating factor was 'to help improve the outcomes for young people' suggesting that Enterprise Advisers are driven by a commitment to the needs of young people and understand the value of careers education. The majority (67%) of Enterprise Advisers also ranked contributing to the local community as a very important factor in their decision to become an Enterprise Adviser.

Enterprise Advisers were also motivated by positive business benefits. Just under three-quarters of Enterprise Advisers ranked developing the future pipeline of skills of their sector or organisation as an important motivating factor and over two-thirds of Enterprise Advisers started the role to raise awareness of their sector or organisation. This suggests that Enterprise Advisers see their role as having tangible business benefits as well as supporting the careers education of young people.

Enterprise Advisers were less motivated by benefits to themselves, although a significant number still rated these as important factors. Almost two-thirds (65%) of Enterprise Advisers rated personal development as an important factor and over half (58%) rated professional development as important.



Motivating factors for becoming an Enterprise Adviser

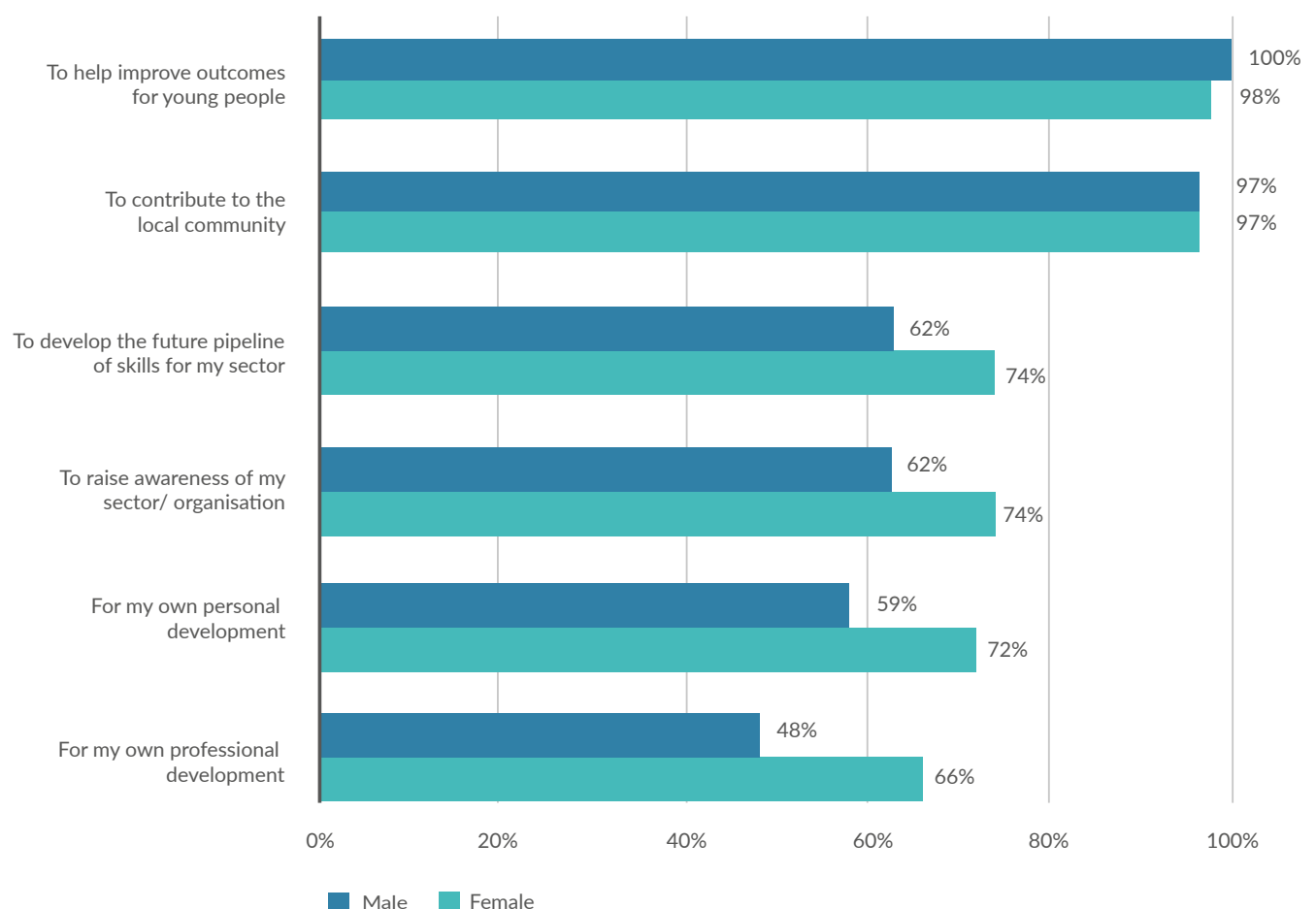


Source SQW (N=799)

NB: data is filtered to include only respondents who have been matched with a school/ college. Question type: series of single response items.

The motivating factors reported as very or quite important were similar across male and female Enterprise Advisers, although proportionately more female respondents reported factors as 'very' or 'quite' important compared to their male colleagues. This trend could be seen across some of the lower scoring variables, with a higher proportion (74%) of female Enterprise Advisers reported developing the future pipeline of skills for their sector or organisation as important compared to their male colleagues (62%).

Motivating factors for becoming an Enterprise Adviser by gender



Source SQW (N=799)

NB: data is filtered to include only respondents who have been matched with a school/ college. Percentage of respondents rating factor as 'very important' or 'quite important'.

Question type: series of single response items.

3 | What do Enterprise Advisers do?

One quarter of Enterprise Advisers were either meeting or exceeding expectations for time spent on the role

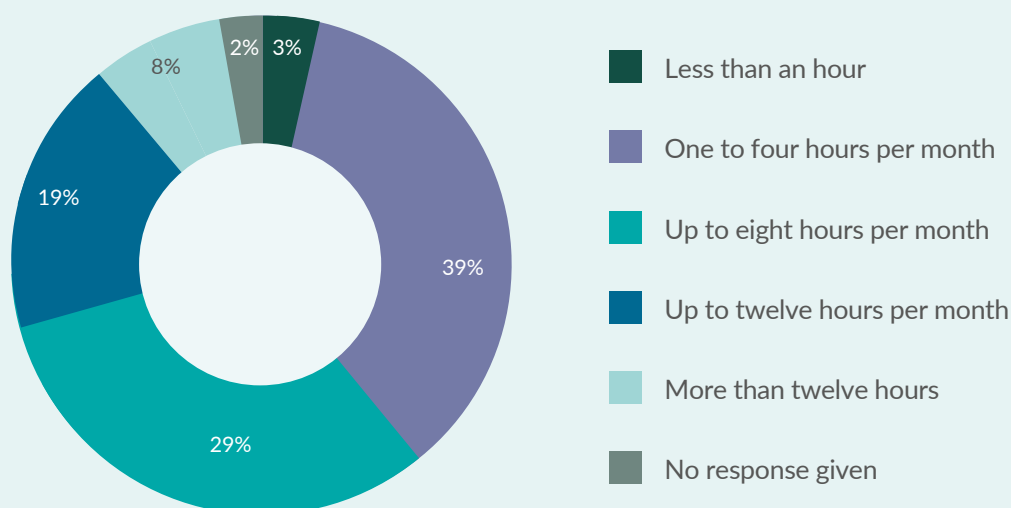
Enterprise Advisers are expected to commit sufficient time with their school or college to achieve positive change. The Careers & Enterprise Company gives a guide of eight hours per month (or around two hours per week) as laid out in the Enterprise Adviser roadmap¹.

Over one quarter (27%) of Enterprise Advisers exceeded the suggested eight hours per month on the role, with the majority of Enterprise Advisers (68%) spending between one and eight hours per month.

While we need to be cautious when comparing data from the 2019 and 2020 Enterprise Adviser survey, there seems to be an increase in the proportion of Enterprise Advisers spending more than the 8 hours per month on the role (14% in 2019 compared to 27% in 2020).

Hours per month spent on Enterprise Adviser activities

Source SQW (N=799)
NB: data are filtered to include only respondents who have been matched with a school/college.
Question type: open text.



1. [Enterprise Adviser Roadmap](#)

Enterprise Advisers engage most frequently with their Enterprise Coordinator and Careers Leaders

As a part of their role Enterprise Advisers reported that they engage most frequently with their EC and with Careers Leaders in schools and colleges.

The majority (68%) of Enterprise Advisers engaged with ECs at least every half-term. This is unsurprising; ECs provide support and training to Enterprise Advisers and often attend meetings between Enterprise Advisers and Careers Leaders. Of the Enterprise Advisers who engage with their ECs less frequently, the majority meet on a termly basis.

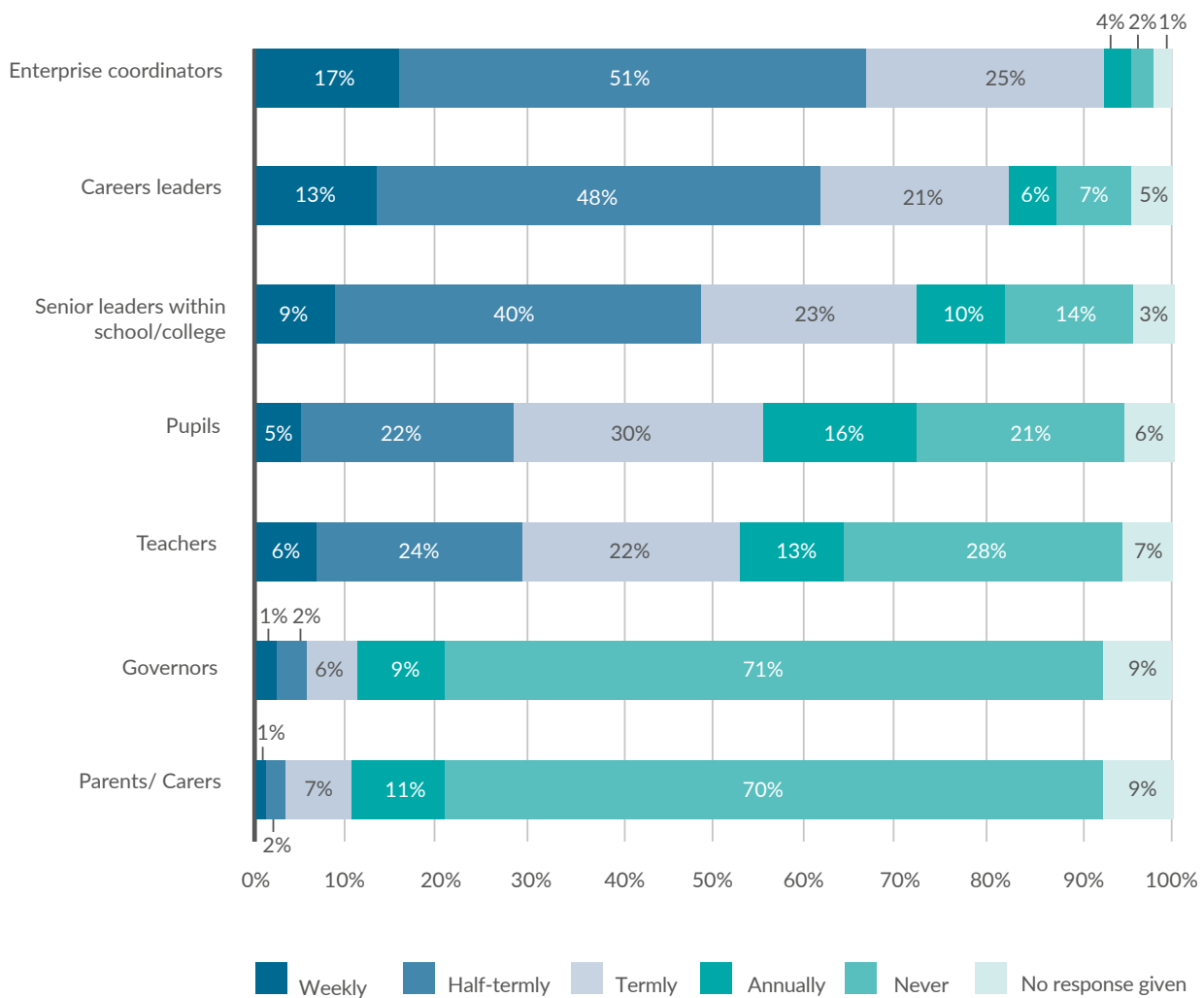
Careers Leaders are the key contact for an Enterprise Adviser within their matched school or college, so it is natural that these are the second most frequently engaged group. Meetings with Careers Leaders are encouraged in the Enterprise Adviser roadmap as a part of the process of reviewing current provision in schools/ colleges. The majority (61%) of Enterprise Advisers meet with their Careers Leader at least every half term with a further 20% meet at least every term.

Enterprise Advisers are also spending a significant proportion of time engaging with senior leaders within their matched school or college. Half of Enterprise Advisers (50%) are engaging with senior leaders at least every half term and over 70% are engaging every term. It is a positive finding that the majority of Enterprise Advisers are engaging with senior leadership regularly as this was highlighted a challenge in the results of the 2019 survey. Senior leadership engagement is important for embedding a careers programme across a school or college.

The engagement with subject teachers varies between Enterprise Advisers. While over half of Enterprise Advisers engage with teachers at least every term, almost 30% report never having engaged. Engaging and supporting subject staff is one of many ways in which an Enterprise Adviser can support a school/ college.



Enterprise Adviser engagement frequency by group



Source: SQW (N=799)

NB: data is filtered to include only respondents who have been matched to a school/ college. Question type: series of single response items.

Most Enterprise Advisers support schools and colleges by advising and evaluating careers plans

The role of the Enterprise Adviser is to provide strategic support to Careers Leaders in their matched school or college. Enterprise Advisers do this by advising the school or college on their careers plan (58%), connecting the school/ college to local employers (56%) and evaluating existing careers plans (59%).

The majority of Enterprise Advisers (72%) engage with pupils as a part of their role and over half (57%) of those were on at least a termly basis. This reflects the fact that one of the most common means of support from Enterprise Advisers was through the delivery of a careers activity to pupils (60%).

A small proportion of Enterprise Advisers (7%) support schools and colleges by developing careers programmes for SEND students. Over the past year The Careers & Enterprise Company has been increasingly focused on supporting careers provision in SEND schools, particularly with the creation of resources including the SEND Gatsby Toolkit. While previously SEND involvement in the Network has been led by local provision, in the coming year there will be an increased focus on increasing coverage of SEND provision across the EAN.

The majority (90%) of Enterprise Advisers actively engage with the Network in some way. Almost three quarters (74%) of Enterprise Advisers have attended a local or regional meeting, 70% have contacted other Enterprise Advisers and over half (51%) have shared learning or best practice with their Enterprise Adviser colleagues. Almost half (46%) of Enterprise Advisers have encouraged someone else to become an Enterprise Adviser.

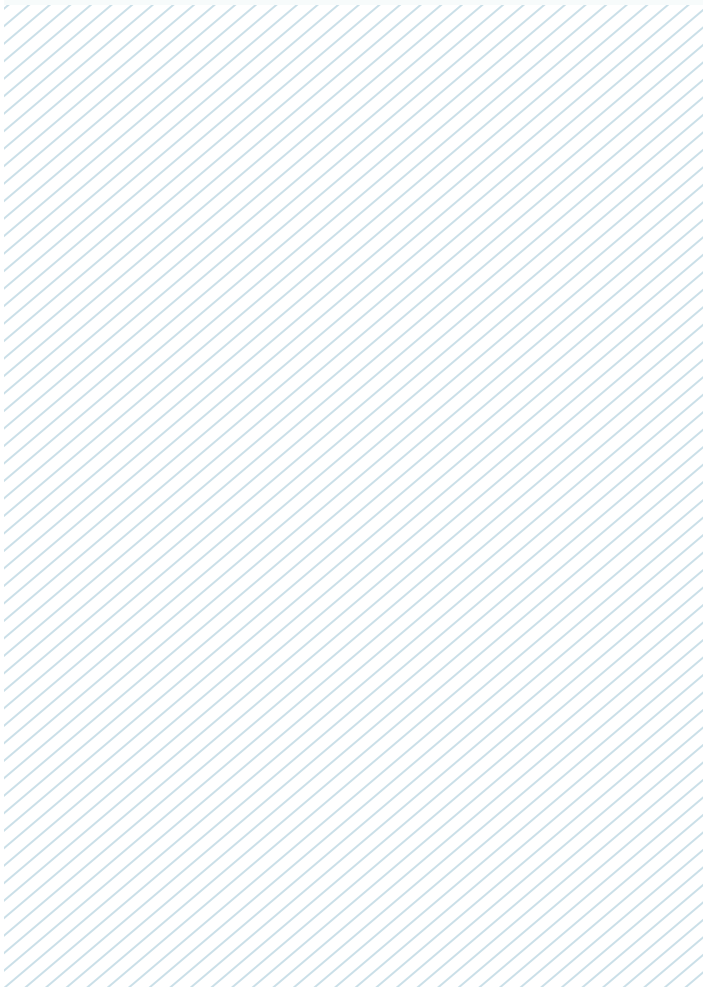


72%

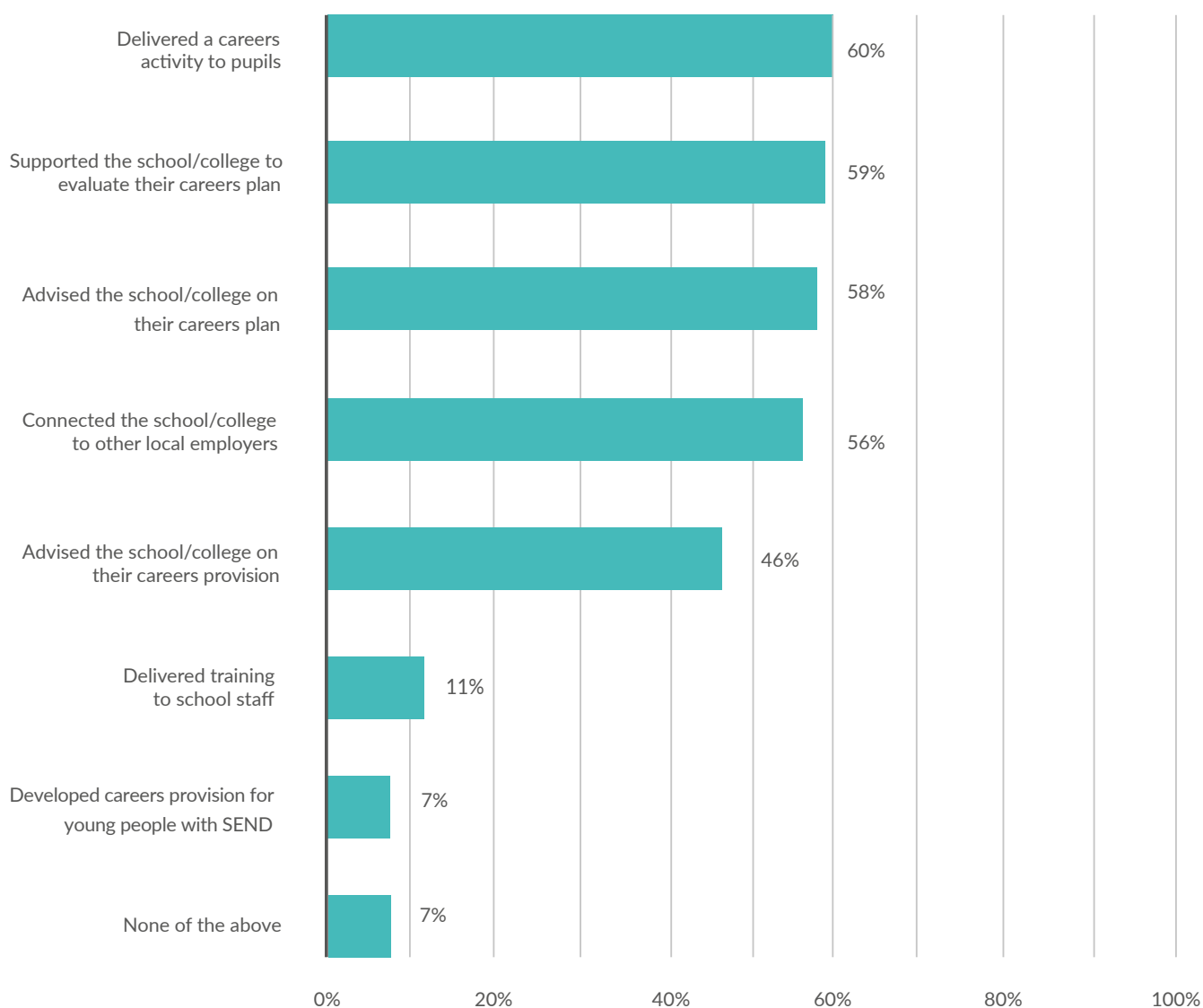
of Enterprise Advisers engage with pupils
as part of their role

90%

of Enterprise Advisers actively engage with
the EAN in some way



Type of support provided to school/ college by Enterprise Adviser



Source: SQW (N=799)

NB: data is filtered to include only respondents who have been matched with a school/ college. Question type: multiple choice

4 | How are Enterprise Advisers supported?

Most Enterprise Advisers are matched quickly to a school or college

When business volunteers join the Network as Enterprise Advisers, they are matched to schools and colleges by Enterprise Coordinators. The survey results suggest that the matching process between Enterprise Advisers and schools/colleges is working well. The majority of Enterprise Advisers were matched within one month (68%) or three months (89%) of registering with the Enterprise Adviser Network. A further 7% of Enterprise Advisers were matched within six months, with only a small minority of cases (3%) taking over six months to be matched. These figures do not include the 1% of Enterprise Advisers who responded to the survey, but were not yet matched.

Time taken to be matched	%
Within one month	68%
Within one quarter (three months)	21%
Within six months	7%
Within a year	2%
A year or more	1%
Time taken not indicated	1%
Total	799

Source: SQW (n=799) NB:
data is filtered to include only
respondents who have been
matched with a school/college.
Question type: single choice.



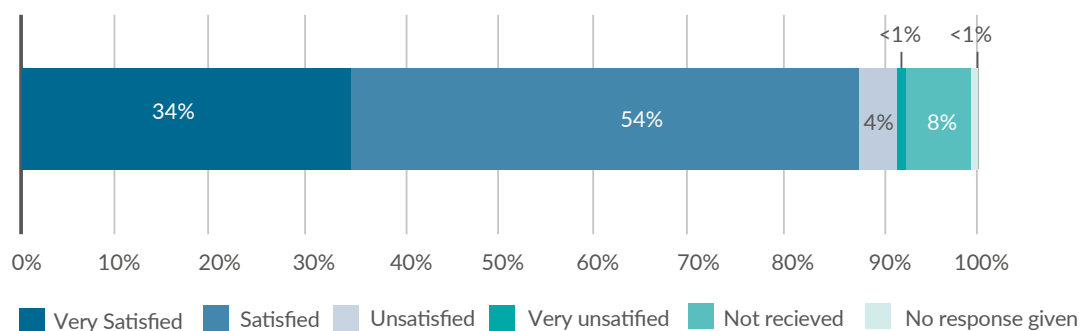
89%

of Enterprise Advisers were matched
within one quarter (three months)

Most Enterprise Advisers were satisfied with the training and induction they received for their role

Enterprise Coordinators deliver regional training to induct and support Enterprise Advisers. The survey results suggested that most advisers were happy with the induction and training they had received: 87% of respondents were either satisfied or very satisfied.

Satisfaction with Enterprise Adviser training and induction process



Source: SQW (n=799) NB: data are filtered to include only respondents who have been matched with a school/college. Question type: single choice.

87%

of Enterprise Advisers were either satisfied
or very satisfied with the induction
and training they received

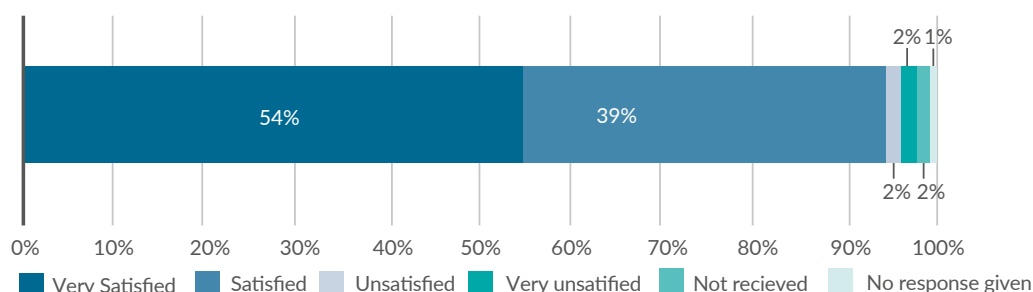
The overwhelming majority (93%) of Enterprise Advisers are satisfied with the support they receive from their Enterprise Coordinators to deliver their role

ECs support Enterprise Advisers to deliver their role. This can be through making connections to local careers providers, attending meetings with Careers Leaders or providing understanding of the local careers landscape.

When Enterprise Advisers were asked about factors that helped them deliver their role, the support and encouragement from their Enterprise Coordinator and their team was ranked highest (67%), which is consistent with the high satisfaction rate of Enterprise Coordinator support. The Gatsby Benchmarks and Compass were also rated highly as factors that helped them deliver their role, which suggests that Enterprise Advisers appreciate the structure and guidance these resources offer.

The majority (72%) of Enterprise Advisers would be interested in additional training or personal development opportunities. Of those that were interested, 66% would value additional networking opportunities with other Enterprise Advisers, which are currently offered through local Network meetings.

Enterprise Adviser satisfaction with Enterprise Coordinator support



Source: SQW (n=799) NB: data are filtered to include only respondents who have been matched with a school/college. Question type: single choice.

93%

of Enterprise Advisers were either satisfied or very satisfied with the support they received from their Enterprise Coordinator to deliver the role

Aligning schedules with school and college timetables was the most commonly reported challenge to delivering the Enterprise Adviser role

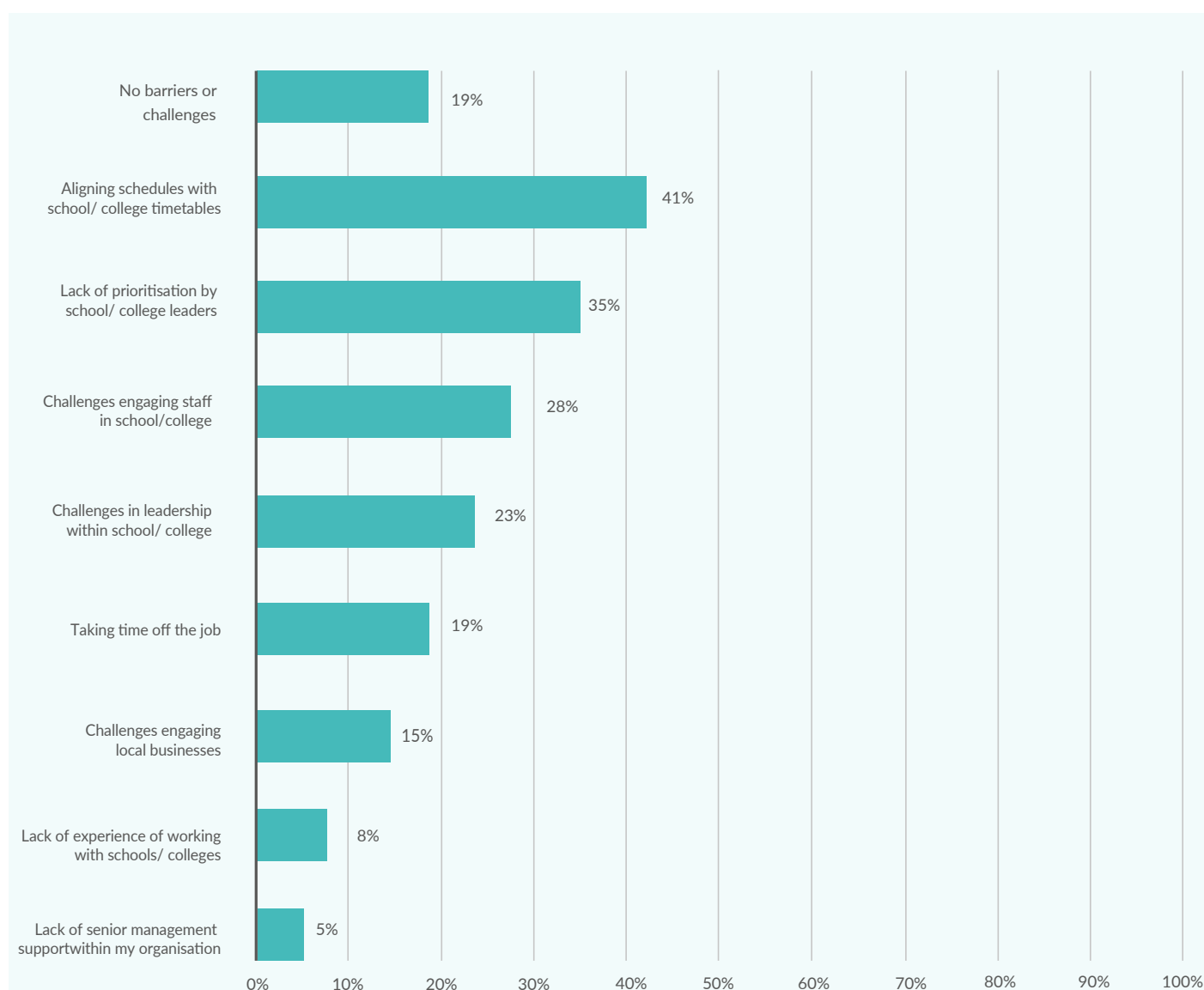
One in five (19%) Enterprise Advisers reported experiencing no barriers or challenges to delivering their role. The most common challenges reported among Enterprise Advisers were aligning schedules with school/ college timetables (41%), lack of prioritisation by school/ college leaders (35%) and challenges engaging staff in the school/ college (28%).

There has been a marked decrease in those reporting challenges engaging staff within the school/ college, from 41% in 2019 to 28% in 2020.

While there has been a decrease in the number of Enterprise Advisers reporting challenges engaging with staff within the school/ college, there has been an increase in the those reporting lack of prioritisation by school/ college leaders. This reported increase in lack of prioritisation is at odds with other evidence and warrants further investigation.

Enterprise Coordinators and Careers Leaders both play a role in addressing these challenges. Barriers relating to the Enterprise Advisers' other commitments appeared far less common.

Barriers/ challenges to delivering the Enterprise Adviser role



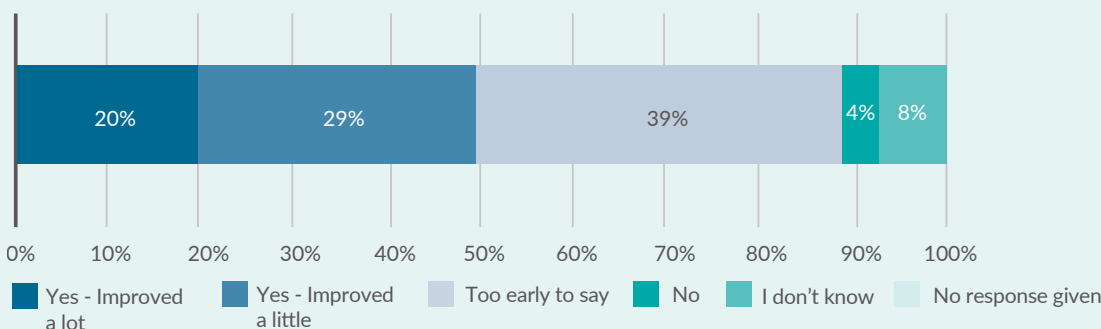
Source: SQW (n=799) NB: data is filtered to include only respondents who have been matched with a school/college. Question type: Multiple choice.

5 | What impact do Enterprise Advisers have?

Enterprise Advisers report a positive change in their school or college careers plan

Almost half (49%) of Enterprise Advisers surveyed reported that their school/ college career plan had improved as a result of their work with them, while 39% reported it was too early to say.

Enterprise Advisers reporting their school/ college careers plan has improved as a result of their work with them

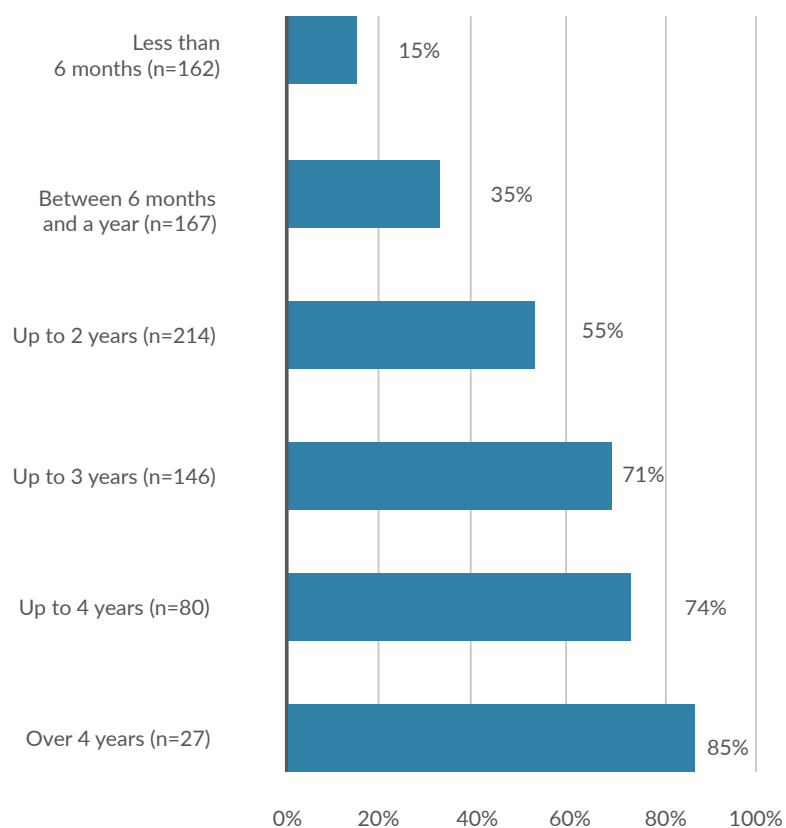


Source: SQW (n=799) NB: data is filtered to include only respondents who have been matched with a school/college. Question type: Single choice.

The impact of Enterprise Advisers grows over time

The percentage of Enterprise Advisers reporting improvement increased with the length of time in the Enterprise Adviser role. Only 15% of Enterprise Advisers in the role for less than 6 months reported improvement in their school/ college, this jumped substantially to over half (55%) of Enterprise Advisers who had been in the role up to 2 years, 71% in Enterprise Advisers in the role up to 3 years and 74% in Enterprise Advisers up to four years. This suggests that the impact of the Enterprise Adviser grows over time. Enterprise Advisers should be encouraged to stay in the role for a reasonable amount of time to achieve the most impact and it could be included in Enterprise Adviser training that it takes time to embed within the role.

Enterprise Advisers reporting improvement in careers plan by time in role



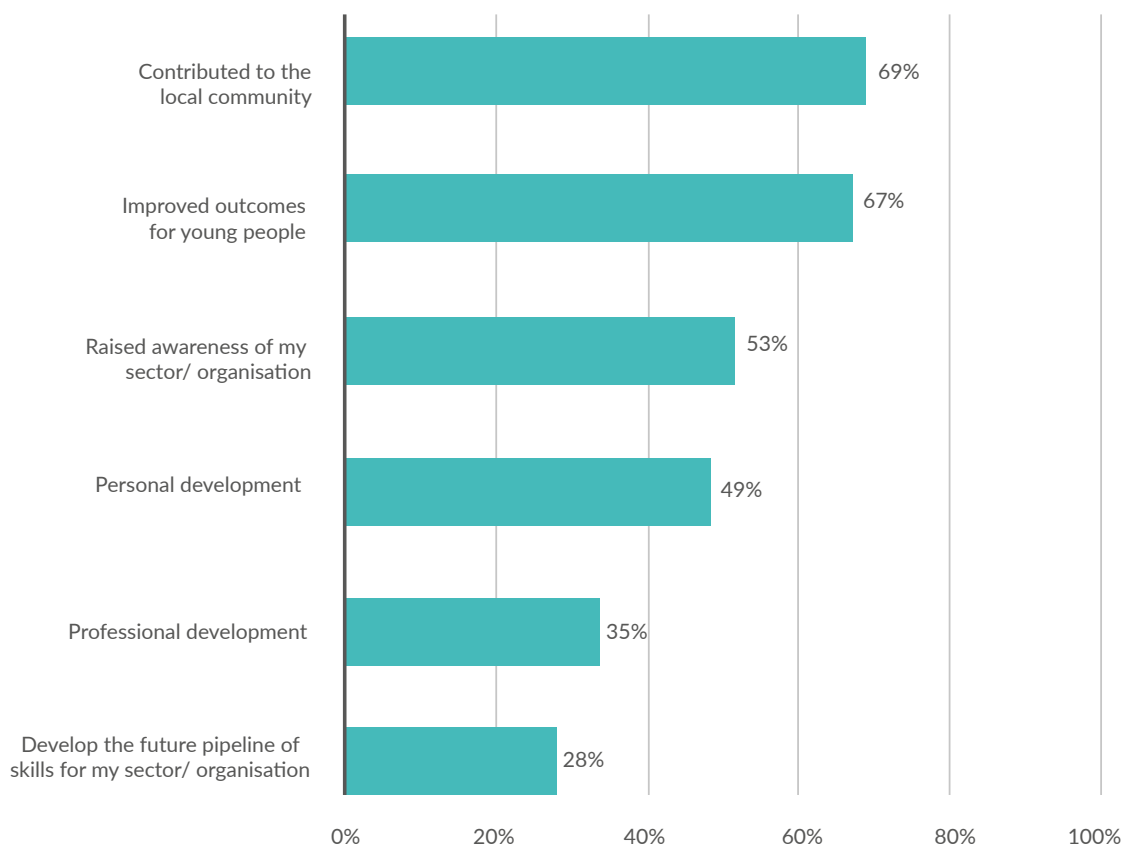
■ Enterprise Advisers reporting improvement in careers plan by time in role

Source: SQW (n=799) NB: data is filtered to include only respondents who have been matched with a school/college. Question type: Single choice.

Enterprise Advisers also reported contributing to the local community (69%), improved outcomes for young people (67%) and raised awareness of their own sector/ organisation (53%). Despite personal and professional development not being the most important motivating factors to become an Enterprise Adviser, half of Enterprise Advisers (49%) reported personal development as an outcome and 35% reported professional development.

Developing the future pipeline of skills in their sector was reported as achieved by 28% of Enterprise Advisers. It may be that Enterprise Advisers do not have sufficient contact directly with young people in the schools and colleges they support to make the sector connection.

Perceived outcomes of the Enterprise Adviser role



Source: SQW (n=799) NB: data is filtered to include only respondents who have been matched with a school/college. Question type: Multiple choice.

Enterprise Advisers developed skills and competencies

The unexpected personal benefits were also reflected in the reporting of skills gained through the Enterprise Adviser role. The most commonly cited new skills and competencies developed were community awareness (66%), networking (54%) and communication (46%). These three skills are particularly important to an adviser's ability to build relationships, develop and implement a careers and enterprise plan and to evaluate existing provision.

Most Enterprise Advisers reported their intention to continue in their role

Despite the challenges identified, the majority (85%) of Enterprise Advisers intend to continue their role over the next year and 11% were unsure. It is important to acknowledge that this survey closed at the beginning of March 2020, pre-Covid and so these results are not able to provide insight the effect Covid-19 may have on Enterprise Adviser retention. While the effect of Covid-19 is likely to have some impact on Enterprise Adviser recruitment and retention, current anecdotal evidence from the regional Network teams suggests substantial ongoing engagement by Enterprise Advisers.

It is encouraging that the overwhelming majority of Enterprise Advisers (87%) said they would recommend becoming an Enterprise Adviser to someone else and 46% reported already having done so.

Skill developed	% Enterprise Adviser reported
Community awareness	66%
Networking	54%
Communication	49%
Coaching and mentoring	38%
Confidence	37%
Strategic planning	33%
Resilience	27%
Team-building	21%
Total	799

Source: SQW (n=799) NB: data is filtered to include only respondents who have been matched with a school/college.
Question type: Single choice.



85%

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to continue their role over
the next year

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