

Evaluation of the Enterprise Adviser Network

Enterprise Adviser Survey 2019



Acknowledgements

Survey and analysis by SQW.

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1 | Role of Enterprise Advisers

The role of The Careers & Enterprise Company is to link schools and colleges to employers and help them to deliver world class careers support for all young people by:

1. Building Networks
2. Supporting Careers Leaders
3. Backing the Gatsby Benchmarks

Our Enterprise Adviser Network matches schools and colleges with senior business volunteers to help create powerful, lasting partnerships between schools, colleges, employers and careers programme providers.

Enterprise Advisers work closely with the headteacher or Senior Leadership Team of a school or college to provide strategic support. They bring their business experience and professional networks to help develop and implement an effective strategy that puts opportunities with local employers at the heart of a young person's education. The role of the Enterprise Adviser is set out in the [Enterprise Adviser Network Roadmap](#).

The network of Enterprise Advisers has grown steadily. As the network develops, we want to understand more about the effective ways that business volunteers can help schools and colleges to deliver world class careers provision and to identify how best The Careers & Enterprise Company can support them.

We commissioned SQW to survey Enterprise Advisers as part of a wider evaluation of the Enterprise Adviser Network. The survey took place online between September 2018 and January 2019. In total, 757 Enterprise Advisers from across all Local Enterprise Partnership areas took part (28% of all known Enterprise Advisers). This report reveals who Enterprise Advisers are, what they do, what motivates them and what they think about impact.

Start of 2019

2,600

Enterprise Advisers



Start of 2018

2,000

Enterprise Advisers



Start of 2017

1,300

Enterprise Advisers

2 | Who are Enterprise Advisers?

Age distribution by gender of respondents to the survey



Source: SQW (n=709)

NB: data are filtered to include only respondents who have been matched with a school/college.

Question type: open text.

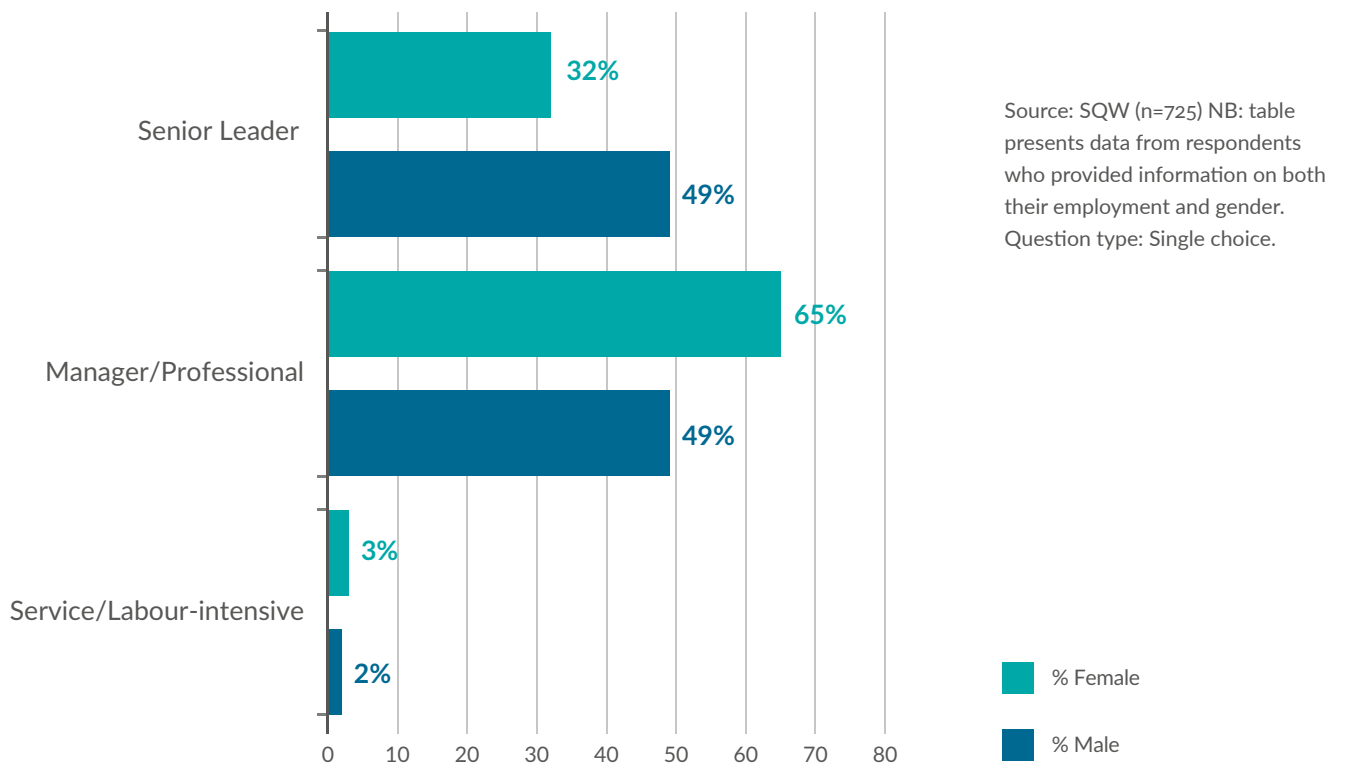
Women outnumbered men among survey respondents and there were gender differences in age and professional experience.

A higher proportion of Enterprise Advisers were women than men (54% compared to 46%)¹. Overall, most Enterprise Advisers were in the older age categories with two-thirds (62%) aged between 40 and 59, at a point when they would have had significant experience in the workplace.

The population pyramid above shows that a higher proportion of women than men become involved as Enterprise Advisers at a younger age, although the reverse is true amongst the older categories. The challenge for Enterprise Coordinators is knowing whether this difference in age profile reflects local demography in the workplace or whether more could be done through recruitment to achieve a balanced profile.

1. n=736, of which <1% answered "prefer not to say". 21 respondents did not indicate their gender.

Current or most recent job role held by Enterprise Adviser respondents

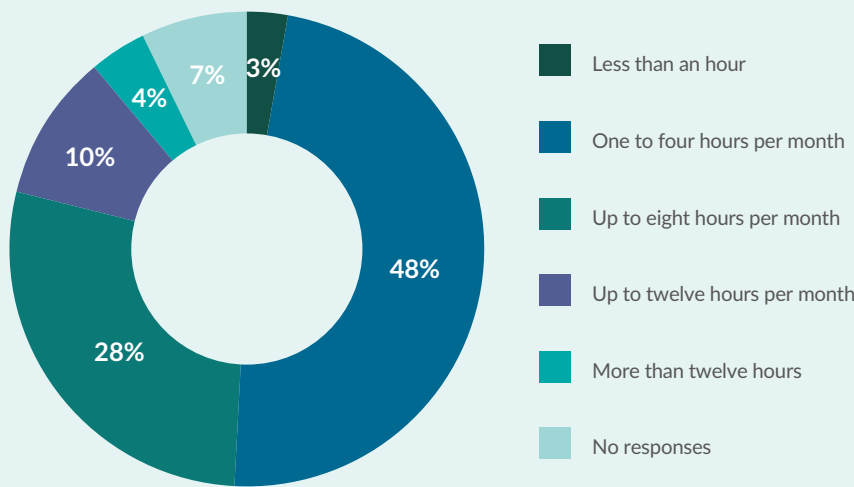


Enterprise Advisers are mostly senior leaders (39%) or managers and professionals (56%). A higher proportion of men than women were senior leaders (49% compared to 32%), reflecting both the age distribution of Enterprise Advisers and gender patterns in the labour market.²

2. While the rate of employment between men and women (age 16 to 64) has converged over the last four decades, employment rates amongst women (71.2%) remain lower than amongst men (80.1%) and economic inactivity remains higher (25.8% for women against 16.3% for men). See [ONS seasonally adjusted data](#):

3 | What do Enterprise Advisers do?

Hours per month spent on Enterprise Adviser activities



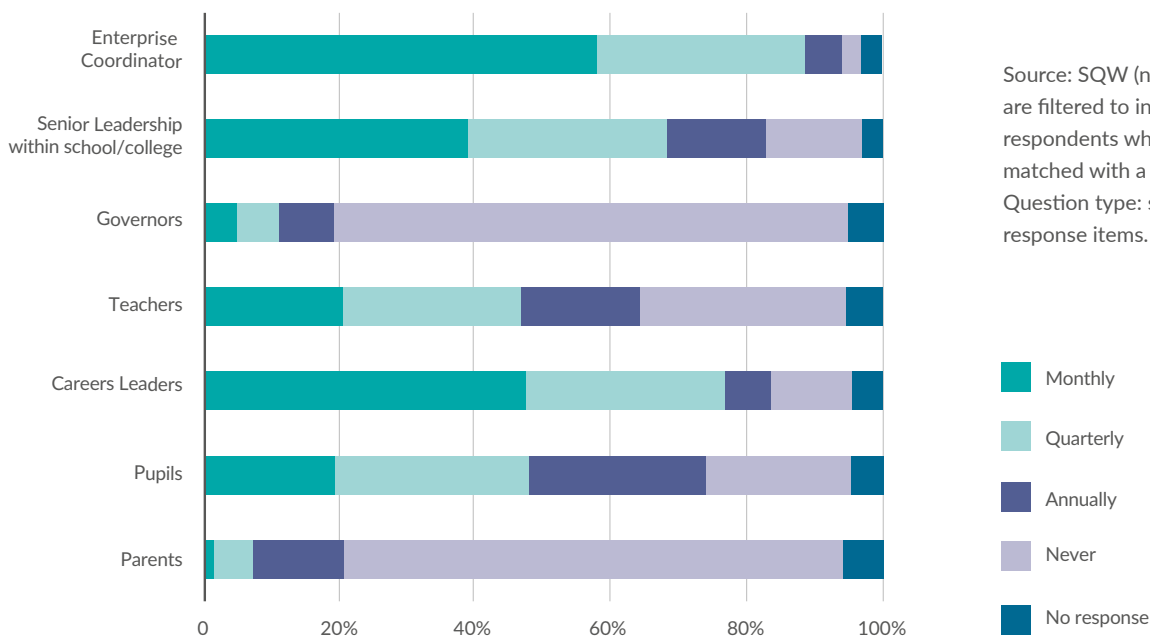
Source: SQW (n=709)
NB: data are filtered to include only respondents who have been matched with a school/college.
Question type: open text.

Most 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 give a guide of eight hours per month (or around two hours per week). The chart above indicates that, while not all of the Enterprise Advisers provided information on the time they used, around one half of Enterprise

Advisers currently spend one to four hours per month and around one third dedicate up to two hours per week to their role. Some Enterprise Advisers gave considerably more. The advisers who dedicated more than the expected time to their role tended to be those who were more experienced and were engaged with no more than one or two schools/colleges.

Enterprise Adviser engagement frequency by group



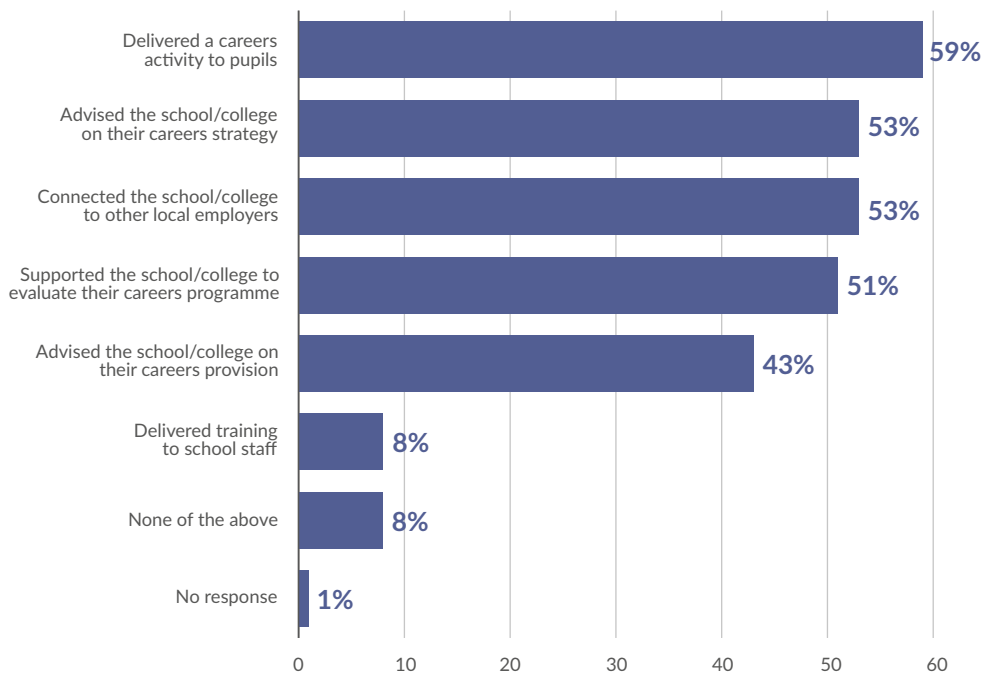
Enterprise Advisers engaged mainly with Enterprise Coordinators, Careers Leaders and senior leadership staff in schools/colleges.

As part of their role, Enterprise Advisers reported that they spent most of their time engaging with the Enterprise Coordinator and with Careers Leaders in schools. Enterprise Advisers regularly engaged with them on at least a monthly basis. This is unsurprising; Enterprise Coordinators provide support to Enterprise Advisers and meetings with Careers Leaders are encouraged in the roadmap as part of the process of reviewing current provision in schools/colleges. The Enterprise Advisers who engaged regularly with Enterprise Coordinators and Careers Leaders were most often those who had been in the role for at least one academic year.

In some cases, there was no such regular meeting; three per cent of Enterprise Adviser respondents said they had no contact with Enterprise Coordinators and 12 per cent had not yet engaged with Careers Leaders.

Enterprise Advisers most commonly engage with the Senior Leadership within their matched school/college on a monthly basis and with teachers on a (less frequent) quarterly basis. Despite advice to attend governors' meetings in the Enterprise Adviser Network Roadmap, one in five had not yet engaged with a school or college governor.

Type of support provided to school/college by Enterprise Adviser



Source: SQW (n=709) NB: data are filtered to include only respondents who have been matched with a school/college. Question type: series of single response items.

Most Enterprise Advisers have delivered a careers activity to pupils

The majority of Enterprise Advisers (74%) had engaged with pupils as part of their role and, in more than half of these cases, this took place at least once a quarter. This reflects the finding that, next to working with Careers Leaders, one of the most common areas of Enterprise Adviser support for schools and colleges was delivery of a careers activity to pupils.

Enterprise Advisers also reported other types of support. In most cases, Enterprise Advisers facilitated the development of a whole school/college plan for careers, enterprise and employer engagement by advising the school/college on careers strategies (53%), by connecting schools/colleges with other employers (53%)

and by helping to evaluate existing provision (43%).

The 63 Enterprise Advisers who did not report providing any of the support had varied levels of experience: half had been in place for at least one academic year (32), one fifth had been signed up for two terms (12) and around one third had only been signed up within the last term (19).

The data showed that most Enterprise Advisers have engaged with the wider Enterprise Adviser Network in some way, either through attending a regional networking meeting (78%); contacting other Enterprise Advisers (67%) or sharing learning and best practice with other Enterprise Advisers (49%)⁴. Moreover, around one half of respondents had encouraged someone else to become an Enterprise Adviser.

4. n=709, data are filtered to include only respondents who have been matched with a school/college

4 | How are Enterprise Advisers supported?

Time taken for Enterprise Advisers to be matched with their first school or college

	%
Within one month	65%
Within one quarter (three months)	21%
Within six months	9%
Within a year	3%
Over a year	1%
Time taken not indicated	1%
Total	709

Source: SQW (n=709) NB: data are filtered to include only respondents who have been matched with a school/college. Question type: single choice.

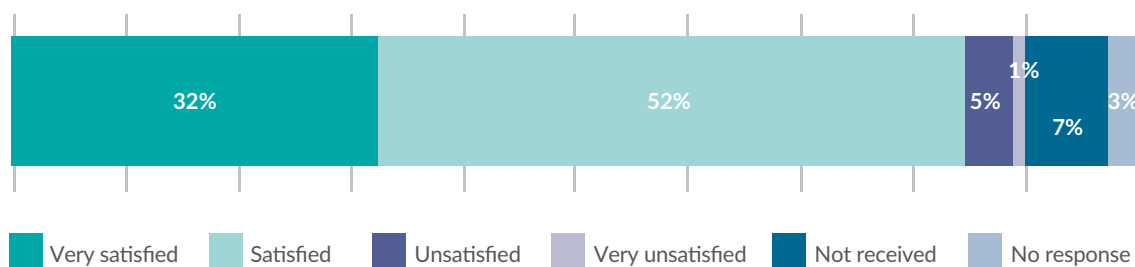
Enterprise Advisers were matched quickly to their school or college.

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 (65%) or three months (21%) of registering with the Enterprise Adviser Network. In a small minority of cases it took a year or more.

Some 32 Enterprise Adviser respondents reported that they had not yet been matched with their first school or college.⁵ Of these, thirteen had been waiting for up to one month and nine had been waiting for up to one quarter. Five, however, had been on the waiting list to be matched for over a year.

5. Sixteen respondents did not answer this question.

Satisfaction with Enterprise Adviser training and induction process



Source: SQW (n=757). Question type: Single choice.

Responding Enterprise Advisers were experienced in their role

Most of the responding Enterprise Advisers were experienced in their role: three quarters (74%) of the sample had been registered with the Enterprise Adviser Network for one academic year or more⁶, and most (98%) had been matched to at least one school or college⁷. Proportionately fewer of the more recent Enterprise Advisers (those who had signed up within the last term or so) had been matched by the time of the survey: 93 per cent of two-term advisers⁸ and 76 per cent of one-term advisers⁹ were engaged with at least one school or college.

A small minority of Enterprise Advisers went on to engage with a second (7%) or third (1%) school or college; the five advisers who had engaged with more than three institutions had at least two terms of Enterprise Adviser experience.

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: 84 per cent of respondents were either satisfied or very satisfied. Around one in ten Enterprise Advisers said they had not yet received training: this was either because they were unable to attend the training event, because there were co-ordination issues relating to a change in their assigned Enterprise Coordinator or because they had (as yet) received only guidance documentation.

The minority of respondents (6%) who were unsatisfied with the training and induction process offered some reasons for this. Some noted that they had not had any face-to-face interaction, for example, while others did not think that the training sufficiently equipped them for the role, including thinking that the offered training was too schools-focussed and not easily transferable to FE. Several examples were cited of poor co-ordination from the Enterprise Coordinator, especially when staff turnover in that role was high.

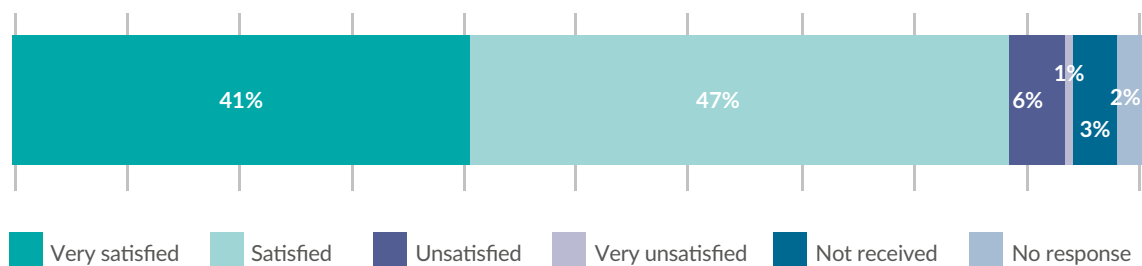
6. n=757

7. n=709, data are filtered to include only respondents who have been matched with a school/college

8. n=105

9. n=75

Satisfaction with Enterprise Adviser delivery support



Source: SQW (n=709) NB: data are filtered to include only respondents who have been matched with a school/college. Question type: single choice.

They were also mostly satisfied with the support received for delivering their role.

Enterprise Advisers reported similar patterns of satisfaction with the support they received to deliver their role. This included support from their Enterprise Coordinator to connect to other local careers providers and services, and to understand local and national provision; and the use of a progress tracker to develop and maintain long-term strategic relationships.

88%

Nine out of ten Enterprise Advisers (88%) were either satisfied or very satisfied with the delivery support they had received.

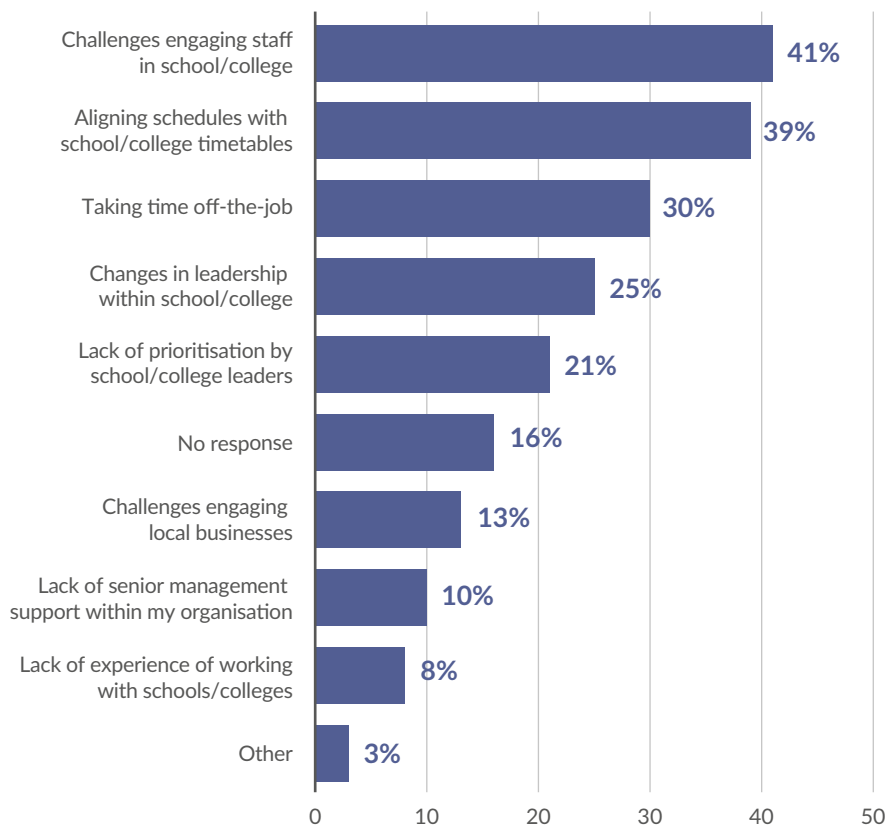
“

The networking meetings we have are good and informative, it is good to share ideas and get other EA's input and feedback.

“

The LEP-wide meetings are very useful. The collaborative work and sharing of best practice is really helpful.

Barriers/challenges to delivering the Enterprise Adviser role



Source: SQW (n=709) NB: data are filtered to include only respondents who have been matched with a school/college. Question type: Multiple choice.



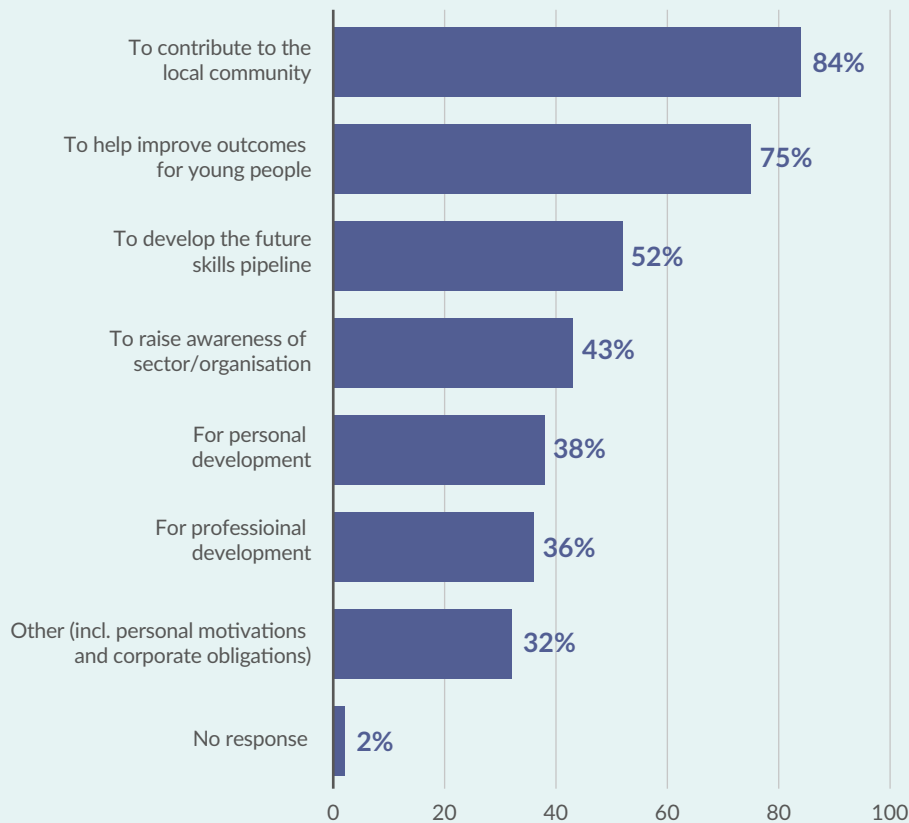
There is only so much support or advice you can give someone who knows what they should be doing but simply doesn't have the capacity to do anything about it

Enterprise Advisers still experience some challenges to working effectively with schools and colleges

Despite the high levels of satisfaction with training and support for delivery, Enterprise Advisers still faced challenges in their role. The most common challenges included a lack of prioritisation by school/college leaders; difficulties in aligning their schedules with school/college timetables; and challenges in engaging school staff. 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.

5 | What impact do Enterprise Advisers have?

Most important motivating factors for becoming an Enterprise Adviser



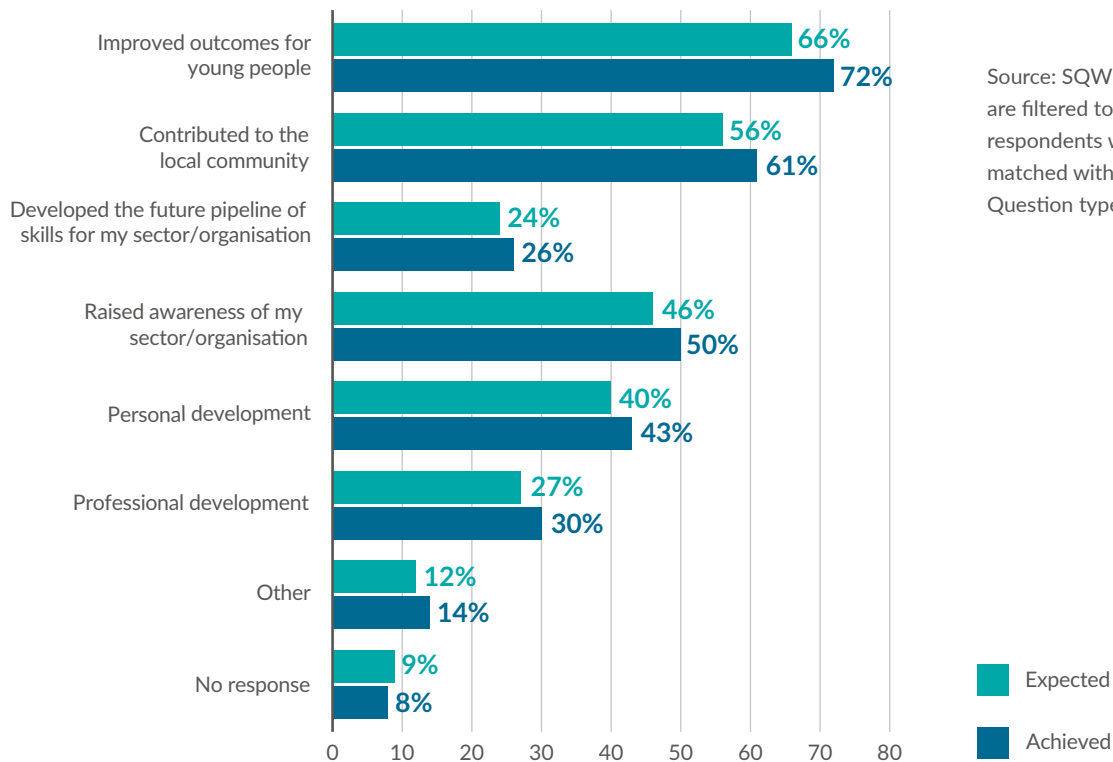
Source: SQW (n=757) NB: This graph combines “extremely important” and “very important” responses. Question type: multiple choice.

Respondents were motivated by providing benefits to young people and their community

Enterprise Advisers were primarily motivated to take on the role as an opportunity to contribute to the local community and to help improve outcomes for young people. They were least motivated by individual benefits, such as professional development (15% said this was not at all important), raising awareness of their sector or organisation (12%) or personal development (12%)¹⁰.

10. n=757, percentages reflect the number of respondents ranking each factor as “not at all important”

Achieved outcomes compared to expectations (activities described as ‘extremely important motivator’).



Source: SQW (n=709) NB: data are filtered to include only respondents who have been matched with a school/college. Question type: Multiple choice.

In the figure above, the motivating factors that were ranked by respondents as “extremely important” to their decision to become an Enterprise Adviser are compared with the proportion of Enterprise Advisers who felt they had achieved them. The most common motivating factor (improved outcomes for young people) was also the most commonly cited by respondents as having been achieved. Moreover, the second most important factor (contributing to the local community) was the outcome that was perceived as having occurred the next most often. This suggests that, in many cases, Enterprise Advisers main expectations of their role have been met.

However, many also experienced some outcomes they did not expect, including benefits to their own professional and personal development and raising awareness of the sector or industry in which they work.

Other achieved outcomes included raising awareness of the school or college to local employers; embedding the school or college in local employer networks; creating work experience and job opportunities for SEND pupils; and improving teachers’ understanding of the local labour market.



Regular communication is invaluable for networking and means I am also able to confidently assure the careers lead that he is not alone and there are others in the same boat experiencing the same issues he is.

Skills and competencies developed during Enterprise Adviser role

	%
Community awareness	66%
Networking	56%
Communication	46%
Coaching and mentoring	38%
Confidence	37%
Resilience	25%
Team-building	24%
Other	4%
No new skills indicated	1%
Total	709

Source: SQW (n=709) NB: data are filtered to include only respondents who have been matched with a school/college. Question type: Multiple choice.

Enterprise Advisers report positive change in their school or college

Around one half of the Enterprise Advisers surveyed considered school/college careers plan (48%) and careers activities (51%) to have improved either a little or a lot because of their support. Over one third of respondents felt that it was still too early to comment on progress, though very few said they had witnessed no improvements to careers plans (4.8%) or activities (5.1%)¹¹.

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 survey results indicated that 92 per cent of Enterprise Advisers felt they had developed at least one additional skill through their Enterprise Adviser role. The most commonly cited new skills and

competencies developed were: community awareness, networking and communication. 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 they identified (see Section 3), the majority of Enterprise Advisers intended to continue in their role over the next year (82%)¹². Moreover, over half of the respondents (54%) had already recommended the role to other employers, and an additional one third intended to do so in the future.¹³ Of the 13 Enterprise Advisers (less than two per cent of the total) who did not wish to continue in the role, nine respondents had made their decision because of a change in personal circumstances, such as a change in job or retirement.

11. n=709, data are filtered to include only respondents who have been matched with a school/college

12. n=757

13. n=757

6 | Response from The Careers & Enterprise Company

Enterprise Advisers play a crucial role in inspiring and preparing young people for the world of work. Over the past four years, the number of Enterprise Advisers has grown to over 2,600 and close to 2,000 schools and colleges are now matched with an Enterprise Adviser. This represents a substantial investment of time from business leaders, but more will be needed to ensure that all schools and colleges are supported in this way.

It is encouraging therefore that the Enterprise Advisers taking part in the survey carried out by SQW were overwhelmingly positive about both their experience of the role and the impact they had made. Around half of Enterprise Advisers considered the careers plan or careers activities of their school or college to have improved through their work and the majority believed they had improved outcomes for young people.

The support network around Enterprise Advisers is an important part of this success. 84 per cent were satisfied with the induction and training for the role and 88 per cent were satisfied with the support received for delivery. 86 per cent of Enterprise Advisers were matched to school or college within three months of joining the network. There remain significant challenges for Enterprise Advisers to overcome in engaging with schools, but the strategic role of the Careers Leader as set out in the Careers Strategy, alongside the growing network of Enterprise Coordinators mean these challenges are being addressed.

A striking finding of this survey is the unexpected personal benefits that Enterprise Advisers experienced through engaging in the role. Despite being motivated to become an Enterprise Adviser primarily to improve outcomes for young people, Enterprise Advisers also reported gains in personal development, professional development and raised awareness of their sector or organisation as a result of being an Enterprise Adviser. Over 90 per cent reported that they had learned new skills with community awareness, networking and communication standing out.

These positive experiences serve as a clarion call to other business leaders to join the network and make a difference to young people.

84%

were satisfied with the induction and training for the role.

88%

were satisfied with the support received for delivery.

86%

of Enterprise Advisers were matched to school or college within three months of joining the network.



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