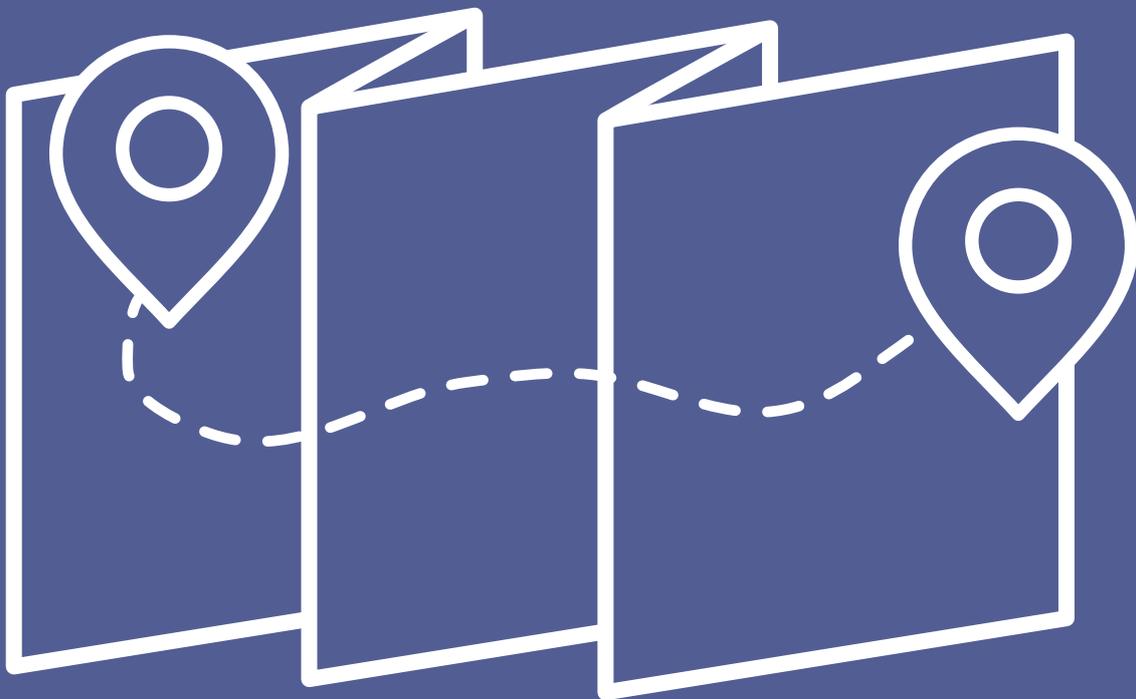


Hub Lead Roadmap

4 Phase Plan



**Our mission is
to prepare and
inspire young
people for the
fast-changing
world of work.**

About The Careers & Enterprise Company

Our role is to link schools and colleges to employers and to help them deliver world class careers support for all young people by:

- 1. Building Networks:** Linking schools and colleges to employers and other external careers providers through the Enterprise Adviser Network and Careers Hubs.
- 2. Supporting Careers Leaders:** Providing training and support for Careers Leaders in schools and colleges.
- 3. Backing the Gatsby Benchmarks:** Supporting implementation of a best practice standard for careers support, the Gatsby Benchmarks, with tools and targeted funding.

About this roadmap

To help get you started, we have created this roadmap of what success could look like through your journey.

The roadmap guides you through each stage of your journey, providing helpful advice, tips and resources to help you create successful careers and enterprise plans. The Hub Lead Roadmap is designed to set out many of the key lessons learnt from the Careers Hub pilot in the North East and from other best practice around the country. It is not an exhaustive guide or a tick list for Hub Leads to work through point by point, but rather a source of advice and ideas.

The Careers & Enterprise Company, working in partnership with the North East LEP, will put in place a wider package of training and support to look in more detail at many of the issues covered in this roadmap, and your regional lead at The Careers & Enterprise Company will always be happy to be a first port of call for any queries. Careers Hubs are all part of our existing Enterprise Adviser Network, which pairs schools and colleges with senior business volunteers to help create powerful, lasting partnerships between schools, colleges, employers and careers programme providers.



Our Careers Hub pilot

Since October 2015 The Gatsby Charitable Foundation has been running a pilot in the North East Local Enterprise Partnership area based on the [Gatsby Benchmarks of Good Career Guidance](#). The government's Careers Strategy asks The Careers & Enterprise Company to scale up this model establishing 20 Careers Hubs across the country, based on the model in the North East, with the aim of linking schools, colleges, universities and other local organisations. The existing Careers Hubs are groups of between 20 and 40 schools and colleges located in the same geographic area, working together and with partners in the business, public, education and voluntary sectors to deliver the Gatsby Benchmarks and ensuring that careers outcomes are improved for all young people. The initial pilot will run for two academic years, from September 2018 to July 2020. We will be testing and evaluating whether being part of a Careers Hub helps schools and colleges and accelerates their progress towards meeting the Gatsby Benchmarks and ultimately improves a range of outcomes for young people in the local area. Careers Hubs will sit within the existing Network but with access to additional resources including funding and with some additional governance mechanisms to ensure integrity of the pilot.

For more information on the pilot and how schools and colleges have approached their work, visit www.goodcareerguidance.org.uk



What does success look like?

As Hub Lead you will work within the Enterprise Adviser Network, alongside Enterprise Coordinators and Enterprise Advisers, to provide a unified management system to deliver against the eight Gatsby Benchmarks. The Hub Lead will also coordinate activity and build local networks with employers, businesses, key stakeholders and higher and further education providers, and is responsible for reporting oversight and stakeholder engagement. The Careers & Enterprise Company is responsible for the evaluation of the pilot.

PHASE 1

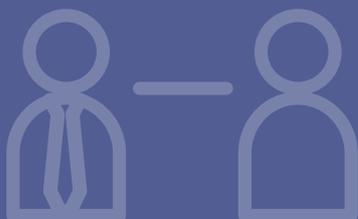
Forming a community of practice

Strategic oversight and planning

- Based on your successful Hub proposal, develop an implementation plan that aligns with the local/regional skills strategy, with clear timelines, KPIs and vision of how schools and colleges within the Hub will improve their careers provision and increase performance measured against the Gatsby Benchmark framework.
- Agree the plan with your local Line Manager, Regional Lead and share with the wider Careers Hub team including schools and colleges.
- Ensure the plan includes a timeline for achieving the requirements and expectations for schools and colleges as outlined in the government's [Careers Strategy](#) and [statutory guidance for schools and colleges](#).
- Map progress of the Careers Hub and provide quality assurance measurement, such as pre-activity and post-activity evaluations. Ensure that at least two school in your Hub pilots the Future Skills survey with pupils.
- Analyse progress data, identify trends and patterns and share this intelligence with Hub schools and colleges as well as The Careers & Enterprise Company so that resource management can be maximised and resources targeted appropriately.
- Implement the initiation, growth and successful development of the Careers Hub in accordance with The Careers & Enterprise Company's [Implementation Plan](#), following the principles of 'engage, inform and develop good practice'.
- Ensure that the plan includes initial details on how the Central Hub Fund will be managed and spent and accurate records on expenditure are maintained.

Clear governance for the programme

- Ensure the Hub is aligned and coordinated with the existing Enterprise Adviser Network.
- Identify the named Local Enterprise Partnership (LEP)/Combined Authority or equivalent board member who is accountable for deliver, including the timeliness and accuracy of performance management information and grant claims.
- Work with your local Line Manager and Regional Lead to ensure the Hub implementation plan is embedded in the skills strategy, for example, through steering committees that include representatives from education, business, the local authority, key stakeholders, The Careers & Enterprise Company and the LEP.
- Set up regular Hub network meetings to be attended by the Hub team; all Hub Enterprise Coordinators, Enterprise Advisers, schools and colleges.
- Establish an advisory group of key stakeholders with a broad range of interests in careers education and align governance with existing local partners already delivering in this field.
- Agree regular reporting methods into relevant boards, for example, the local stakeholder/partnership boards, LEP Skills Board and/or your local head teacher/principals group.
- Collaborate with all schools and colleges in the Hub to agree, manage and abide by robust governance processes to ensure effective delivery of the Hub pilot.



QUICK WINS

- ✓ Have initial meeting with your Line Manager and Regional Lead to understand the national and regional context, including key stakeholders.
- ✓ Ensure that the implementation plan has clear timelines and KPIs.
- ✓ Ensure the Hub is aligned with the existing Enterprise Adviser Network.
- ✓ Set up regular Hub Network meetings to be attended by Enterprise Advisers, Enterprise Coordinators and schools and colleges in the Hub.



- Attend Enterprise Coordinator national and local training events and meetings to keep up to date with The Careers & Enterprise Company and Enterprise Adviser Network developments.
- Speak to your Regional Lead about joining Facebook Workplace to keep in touch with our community of Hub Leads, Enterprise Coordinators and Enterprise Advisers, and share news and best practice from your Careers Hub.

A community of practice

- Ensure that every Hub school and college is matched to an Enterprise Adviser who is empowered to support the school/college to develop meaningful employer encounters, in line with the government's commitment that all schools should be offered an Enterprise Adviser by 2020.
- Establish a collective network of the Careers Leaders in each Hub school and college, building a community of practice that encourages collaboration, professional development and signposts Careers Leaders to information, opportunities and sources of support.
- Support schools and colleges in the Hub to meet the requirements of the Department for Education's [statutory guidance and colleges guidance](#) such as naming careers leaders and having a robust and publicly available policy to enable education and training providers to access the school.
- Meet with your Regional Lead and local Line Manager to agree ways of working, such as communication methods, mechanisms and what level of support is required.
- Speak to your Regional Lead about a support system, connecting you with other Hub leads. Utilise the 'Cornerstone Hub' for this support.
- Attend the study tours to visit schools and colleges from the North East Gatsby pilot to learn from their experiences. There will be five two-day study tours between January 2019 and July 2020.
- Hold a launch event or celebration event to raise the profile of the Careers Hub and the Enterprise Adviser Network.

Understand the local and national context – strategic alignment

- Ensure that all Careers Hub activity plans link appropriately and as required with other local and regional plans as well as national policy developments.
- Keep up to date with relevant national reports and legislation about your local labour market, understand policy relating to skills and economic development and the issues and barriers to employment faced by young people.
- Develop strong links with the other parts of your LEP, Combined Authority and Local Authorities with a role in skills, careers, education, progression and employer engagement to explore synergies.
- If your Hub is in an Opportunity Area, clearly align the plan so it builds on activity already in progress.

PHASE 2



QUICK WINS

- ✓ Ensure all schools and colleges have completed Compass each term, to enable regular updates on progress to be supplied by CEC across all Hub schools.
- ✓ With Enterprise Coordinators and Enterprise Advisers, analyse and review Compass results and identify gaps in schools/colleges. Ensure school/college action plans address these.
- ✓ Track progress against the eight Gatsby Benchmarks across all schools and colleges in the Hub.
- ✓ Identify common barriers to the implementation of the Gatsby Benchmarks across the Hub.
- ✓ Share the collective progress of the Hub with all Hub schools/colleges.

Driving improvements against the Gatsby Benchmarks

Delivering the Gatsby Benchmarks

- Through the Hub and Hub Enterprise Coordinators provide strategic leadership to schools and colleges within the Careers Hub to build capacity in the provision of careers guidance, ensuring each school or college within the Hub has a robust annual Gatsby Benchmarks action plan which addresses areas of development identified in [Compass evaluation tool](#).
- Support the Enterprise Coordinator, Enterprise Adviser and school/college to ensure the plan is well resourced, with priorities agreed and timeframes for delivery.
- Support Hub schools and colleges to build capacity to deliver consistent, comprehensive and high-quality career guidance for all students, supporting and challenging schools to meet the eight Gatsby Benchmarks.
- Create a sustainable and replicable approach to the implementation of the Gatsby Benchmarks that can be applied at scale.
- Ensure that collectively, all school/college action plans will drive the required progress of the entire Hub. Monitor this progress systematically.
- The Careers & Enterprise Company and North East Local Enterprise Partnership will be developing a package of support for Hub schools/colleges with delivery to begin at the Hub Lead and EC training sessions in October 2018.
- Support Hub schools/colleges and encourage non-Hub schools/colleges in your area to adopt, implement and achieve the Gatsby Benchmarks.
- Encourage schools/colleges to develop and/or adapt school/college strategies to embed work-related learning across the school to support the delivery of all to encompass delivering all eight Gatsby Benchmarks, and ensure that the world of work is embedded in the curriculum.
- Identify the potential challenges and barriers to the implementation of the Gatsby Benchmarks across the Hub and identify solutions and opportunities to overcome these issues.

Reviewing current provision

- Support Hub schools and encourage non-Hub schools to adopt, implement and achieve the Gatsby Benchmarks, using our Compass evaluation tool to monitor their progress.
 - Hub schools should complete a Compass evaluation at the start of the academic year and at least termly thereafter.
 - Hub colleges should complete a Compass evaluation within two months of the new Compass for Colleges tool going live, and at least termly thereafter.
- Work closely and regularly with Careers Leaders, Enterprise Coordinators and Enterprise Advisers in the Hub to undertake and regularly review Hub schools'/colleges' careers activity against the Gatsby Benchmarks and their agreed action plan, using Compass results to analyse progress.
- Support Hub Enterprise Coordinators and Enterprise Advisers to facilitate discussions with schools/colleges around careers and enterprise provision.

Filling identified gaps

- Once Compass has been adopted and gaps identified, encourage Hub schools and colleges to use Tracker to document progress against each of the



Gatsby Benchmarks. Tracker will help you to build and manage your careers plan for the year. Each benchmark shows your latest Compass score and the activities you have planned so far. Select a benchmark to start building your plan.

- Provide Enterprise Coordinators and Enterprise Advisers with suggestions for addressing gaps, enabling them to have further discussions with the school/college.
- Use our 'What Works' reports for more information to support your Enterprise Coordinators and Enterprise Advisers to add strategic value.
- Consider how the Central Hub Fund and any virtual wallet available to the hub can contribute to the filling of identified gaps. Please note, only selected Hubs will have access to virtual wallets.

Providers and funding

- Encourage Enterprise Coordinators and Enterprise Advisers to share our provider directory tool with schools/colleges to enable them to search for relevant careers activities by Gatsby Benchmark.
- If your Hub is one of the 10 to receive additional funding for employer encounters through the virtual wallet process, work with the Careers & Enterprise Company and the Enterprise Adviser Network to identify the most impactful programmes.
- You will have access to a small Central Hub Fund of £1000 per school/college to invest in activities which benefit schools and colleges across the Hub, such as apprenticeship events and broader learning and sharing events. The Hub Lead, working with the local

steering group will have a key role in determining how this funding is allocated.

- Work with your network of Careers Leaders to develop a plan for them to share the learning that some of them will gain from the Careers Leaders training bursaries or undertake the free online training.
- Return grant offer letters and confirm final claim arrangements for grant and additional resources via your Regional Lead.

Key resources

- Additional resources and support will be made available to the Hubs on our website by Autumn 2018.
- The [Gatsby Benchmark Toolkit](#) sets out for each Benchmark what good looks like, why it matters, what it means in practice and top tips for schools and employers. [The SEND Gatsby Benchmark Toolkit](#) is a helpful resource for working with young people with Special Educational Needs and Disabilities (SEND).
- We have now launched our latest [Gatsby Benchmark Toolkit for Colleges](#) which sets out what good looks like and provide key resources and examples of best practice.
- The Gatsby Charitable Foundation handbook '[Reaching the Gatsby Careers Benchmarks: A handbook for secondary schools](#)' contains helpful information and case studies drawn from the North-East pilot.
- The Gatsby microsite includes examples of good practice from the original pilot:
www.goodcareerguidance.org.uk

PHASE 3



QUICK WINS

- ✓ Build relationships with key businesses and other stakeholders to expand the Hub network.
- ✓ Establish Hub deadlines and responsibilities with Enterprise Coordinators and Enterprise Advisers.
- ✓ Work with schools and colleges in the Hub create a plan in Tracker.

Implementation and impact

Connect with key partners

- Engage business, employers and wider education business link organisations to enable young people (in Hub schools/colleges and beyond) to explore career opportunities and expand their networks through a wide range of encounters and experiences.
- Work with the Local Enterprise Partnership, Regional Leads and Enterprise Coordinators to map out your key stakeholders, local providers, employers and employer bodies to ensure your business development aligns to the Local Enterprise Partnership's priority sectors.
- Arrange meetings with local service providers such as National Careers Service, National Citizen Service, Apprentice Support and Knowledge – these partners should already be known to the Enterprise Adviser Network.
- Contact your local careers programme providers funded by The Careers & Enterprise Company – these should also be well known to the existing Enterprise Adviser Network.

Establish priorities for schools/colleges in the Hub

- Encourage a cultural shift by engaging key members of the SLT teams in your Hub schools and colleges
- Work with the identified lead school(s)/college(s) to map out their role and capacity, to act as a beacon of best practice in the Hub.
- Encourage Enterprise Coordinators to engage support from the governing body.
- Ensure schools/colleges have a nominated person from the Senior Leadership Team to work with

the Enterprise Coordinator and Enterprise Adviser on delivering the Hub's objectives.

- Establish structures for schools/colleges to share information, experience, materials and skills with other partners in the Hub, to develop effective working practices, identify solutions and ensure work is not duplicated.
- Develop a clear risk strategy, monitoring and managing risks, with a clear process to escalate risks within the LEP governance chain.
- Share learnings through email, newsletters and Hub network meetings.
- Encourage schools/colleges to use our Compass tool to audit current provision and to refresh their Compass scores termly. This is more frequently than we encourage outside the Hubs, but in a pilot access to regularly updated performance data is vital.
- Support schools to develop an action plan for careers education using the Tracker tool, to be kept constantly up-to-date as directed by the school's Careers Leader. Encourage colleges to use Tracker or similar tool. Tracker functionality for colleges will be released 26 October.
- Ensure that schools/colleges feel comfortable sharing honest feedback and review of the pilot to support its continuous improvement.
- Ensure that schools/colleges act as a champion for the programme with other schools/colleges and businesses.
- Ensure there is consistent access to guidance for post-16 vocational and academic routes across the Hub.
- Ensure that each student experiences at least one meaningful employer encounter per year from year 7 to 13.



Supporting your team

- Provide continued learning and development for the Enterprise Coordinators and Enterprise Advisers at Hub meetings and keeping in regular communication and setting up regular meetings and time for one-to-ones.
- Meet regularly with your Careers & Enterprise Company Regional Lead to seek their feedback on the performance of the Hub and its team members, with the chance to provide feedback from the team to The Careers & Enterprise Company.
- Regularly review the progress of your Enterprise Coordinators and Enterprise Advisers with face-to-face meetings, supporting them and offering guidance.
- Regularly review the progress of the Enterprise Coordinator, Enterprise Adviser and school/college relationship and assess whether it is fit for purpose.
- Ensure that Enterprise Coordinators are aware of any conflicts of interest and apply due diligence to working relationships.
- Ensure Enterprise Coordinators are coordinating activities across schools and colleges in a simple and joined up way.
- Take your Enterprise Coordinator through the Enterprise Coordinator Roadmap and the Hub implementation plan, to help them understand the two-year pilot and what it means for their role.
- Identify your Enterprise Coordinator's motivations for being involved, what they hope to get from the opportunity of being part of a Career's Hub and understand how their strengths that will add value.

Enterprise Coordinator support

- Direct the work of Enterprise Coordinators working in the Careers Hub to ensure they are providing an effective link between business and education and supporting Hub schools/colleges across all eight benchmarks.
- Provide each Enterprise Coordinator with an induction to the Hub, outlining what this means for their role.

PHASE
4

Reporting, evaluating and sharing best practice

Measuring impact

- Share and report high-level themes from across the Hub to your Regional Lead in your monthly meetings.
- Work with The Careers & Enterprise Company and the Enterprise Adviser Network to ensure appropriate data and information is collected from schools through the existing Enterprise Adviser Network Register process and ensure that this process is managed effectively.
- Monitor progress made against the Gatsby Benchmarks by regularly reviewing Compass results and action plans across all schools/colleges in the Hub: The Careers & Enterprise Company will provide updates at Hub level on benchmark scores.
- Record Compass and Tracker take-up, regular usage, reports and pupil-level data recorded in Tracker (once this functionality is enabled).
- Ensure that, where possible, the number of meaningful encounters per year are added to Tracker by the schools/colleges in the Hub.
- Encourage schools/colleges to request pupil-level feedback on all careers interventions on a before and after basis each year.

Sharing good practice

- The Careers & Enterprise Company's 'Centre of Excellence', working closely with North East Local Enterprise Partnership, will provide central coordination, management support, advice, research and resources to ensure that the benefits and learning from the Hubs are shared nationally.

- Work with the other Hub Leads across the country to share and disseminate good practice across the Enterprise Adviser Network, including using Facebook Workplace for quick queries.
- Share the learnings from your Careers Hub with the 'Centre of Excellence', so that all schools and colleges in England can benefit, whether inside Hubs or not.
- Identify three case studies of good practice a year (one per term) in every school or college within the Careers Hub and share these case studies with the Centre of Excellence.
- Add value to the Network by sharing communications with schools/colleges in your Careers Hub and with those not already in a Hub; including news, activities or new career programme providers to help all work towards achieving the Gatsby Benchmarks.

Rewarding and recognising your Network

- Celebrate and thank Enterprise Coordinators and Enterprise Advisers for their successes and commitment.
- Recognise the success and achievements of your Hub team and schools/colleges by holding a celebration event. This will also help to raise the visibility of your Hub and schools/colleges within the LEP and across the region, while garnering recognition from local partnerships and strategy boards.
- Consider nominating some or all of your Hub for the annual Careers & Enterprise Company 'Joining the Dots' Awards.



QUICK WINS

- ✓ Encourage schools to repeat Compass each term to highlight progress.
- ✓ Share learnings through regular reporting.
- ✓ Celebrate the successes of the Hub, through communications and events.
- ✓ Establish a strategy to reward and recognise your Enterprise Coordinators and Enterprise Advisers.

Glossary terms

Enterprise Adviser

A senior business volunteer who spends around 8 hours a month working closely with the headteacher or Senior Leadership Team. An Enterprise Adviser uses their business experience and professional networks to help develop and implement an effective careers strategy that puts opportunities with local employers at the heart of a young person's education. An Enterprise Adviser adds value by:

- supporting the development of a whole school/college plan for careers,
- enterprise and employer engagement
- providing employer perspective and
- insight and access to their local business networks
- helping schools and colleges to focus efforts on programmes and activities that are most effective in motivating young people, supporting independent choice, and supporting positive outcomes for young people.

Enterprise Coordinator

An Enterprise Coordinator sits at the heart of the Enterprise Adviser Network and connects schools and colleges with employers and career programme providers. The Enterprise Coordinator acts as the central point of information for local and national solutions.

An Enterprise Coordinator's role is to:

- help schools and colleges build upon their careers and enterprise activities and engage with the world of work.
- make it easier for schools and colleges to engage with employers and careers programme providers.
- focus everyone's efforts on programmes and activities that are most effective in motivating young people, supporting independent choice and supporting positive outcomes for young people.

Gatsby Benchmarks

The Gatsby Foundation, led by Sir John Holman has identified a set of eight benchmarks, covering different dimensions of good career guidance for schools. The benchmarks have been identified through six international visits, analysis of good practice in English schools and a comprehensive review of current literature into what best practice careers guidance should include.

The 8 Gatsby 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

LEPs

Local Enterprise Partnerships (known as LEPs) are local business-led partnerships between local authorities and businesses and play a central role in determining local economic priorities. They undertake activities to drive economic growth and the creation of local jobs. There are 38 LEP areas across England.

They are also our strategic partners who oversee the delivery and governance of the Enterprise Adviser Network regionally.

