



Talent and Skills

NEW CASE STUDIES FOR 2018



Careers & Enterprise Company
Generator Digital Scale-up

Concern about the UK's skills gap and the impact this has on scaleup ambitions remains stubbornly the major issue for the leaders of fast-growing business.

For the fifth consecutive year in our Scaleup Survey, the challenge to find and develop the right talent and skills is viewed by scaleup leaders as the single most significant barrier to growth. Tackling this challenge and building a national pipeline of talent and modern skills remains a priority which will only be solved if the ecosystem works collaboratively together to address it.

a greater than 100% increase in student-employer encounters per 1,000 students.

Teach First has also recognised the importance of skilling up careers leaders in the nation's schools. Its pilot Careers Leader programme produced good results and strong feedback. Teach First is now planning to roll out the programme more widely and features in our 'one to watch' category as we evaluate the progress it makes.

CURRENTLY ENDORSED CASE STUDIES



Freeformers
Founders4Schools
Google Digital Garage
LifeSkills, created with Barclays

It is against this backdrop that we highlight in 2018 exemplars that harness business leaders to schools and colleges to encourage the students to develop the skills relevant to our scaling businesses needs, as well as the continuing role corporates, charities and teaching entities have in raising the skills bar. We also highlight programmes addressing specific sector needs with notably this year a focus on the creative industries.

In 2018 social skills are cited by 80% of scaleups as being in their top three skills required of graduates and school leavers. So we are pleased that **LifeSkills** is continuing its excellent work helping to equip young people with the skills they need for the world of work in the 21st century. Since 2013 more than 6 million young people have benefited from the interactive tools including a virtual work experience that the programme provides.

ONES TO WATCH



Teach First: Careers Leader Programme

In 2018 we endorse the **Careers & Enterprise Company** which in 2017 was identified as 'One to Watch'. The organisation has attracted 2,000 volunteer Enterprise Advisers, 60% of whom are at CEO or senior management level. These Advisers work directly with school and college leaders to develop employer engagement plans and support local businesses to equip young people with vital skills. These volunteers are enthusing the next generation and motivating them to make the curriculum choices that will support careers in our current and future scaleup businesses.

With technical/ digital skills remaining so vital it is essential that there continues to be expansion in programmes such as **Google Digital Garage** and **Freeformers** which remain notable in their reach.

Scaling up in the creative sector has a multitude of challenges and we endorse **Generator Digital** as an excellent example of how a mixture of interim talent infill, alongside mentoring, coaching, experts and peer group learning can support a specific sector.

Ofsted has found that careers guidance within schools is improving. It sees evidence of integrated, coherent and effective careers strategies in more schools, with more frequent opportunities for pupils to access workshops, themed events, work experience and contact with employers.¹

We are convinced that these exemplar programmes offer a strong foundation for improving the skills and work readiness of the UK workforce – we encourage others to work with these schemes, learn from them and emulate their approaches. We need to relentlessly continue the focus across the private and public sector if we are to make further inroads to close the skills gap that is holding back scaleup growth.

This improving picture is reflected in the continued expansion of the exemplar **Founders4Schools** which has seen a 50% increase in educators using its service and

¹ <https://educationinspection.blog.gov.uk/2018/06/12/building-confidence-encouraging-aspiration/>

CAREERS & ENTERPRISE COMPANY



IMPACT FOR SCALEUPS


>2,000
SCHOOLS AND COLLEGES PARTICIPATING


>2,000
VOLUNTEER ENTERPRISE ADVISERS


50%
INCREASE IN EMPLOYER ENCOUNTERS AMONG NETWORK SCHOOLS AND COLLEGES

FIRST **£5M** FUND REACHED
380,000 YOUNG PEOPLE AND ENGAGED
7,800 EMPLOYERS (45% NEW RELATIONSHIPS)

Established in 2015, The Careers & Enterprise Company links schools and colleges to employers and helps them to deliver world class careers support for all young people. Funded by the Department of Education, it also unlocks resources from LEPs and other sources.

The Careers & Enterprise Company approach is based on research that shows quality careers and enterprise programmes can improve young people's ability to make career decisions and increase their employability and earning potential in later life.

One of their key roles is to connect local employers with schools via its network of Enterprise Advisers – senior volunteers from the world of business. Enterprise Advisors are based in and co-funded by LEPs, which work with the private, education and local public sectors.

The Careers & Enterprise Company has a successful record in attracting volunteers, recruiting over 2,000 volunteer Enterprise Advisers – 56% female/44% male, with 60% at CEO or senior management level – from a diverse range of businesses. Enterprise Advisers work closely with a local school or college leaders to develop a practical careers plan.

In addition, the Careers & Enterprise Company works with “cornerstone employers” in each of 12 Government-identified Opportunity Areas of low social mobility throughout England, where local educators, employers, voluntary and community organisations collaborate to improve outcomes.

Cornerstone Employers range from large to small, operating at a local or national level.

They work with their networks and the wider business community to ensure that all schools and colleges in the areas have access to an Enterprise Adviser and all young people at least four meaningful encounters with businesses.

Across the country, more than 2,000 schools have signed up to the Network and receive resources, digital tools and training support. The Careers & Enterprise Company has seen a 50% increase in employer encounters among schools and colleges in the Network and schools are working with three new employers on average.

Members of the Network value the opportunity to showcase their business/sector and develop useful skills: 80% of Enterprise Advisers say they are satisfied with their role and would recommend it to others.

To date, the Careers & Enterprise Company has invested £19m in the Enterprise Adviser Network and £14m has supported careers/enterprise and mentoring programmes working directly with schools and colleges through its Investment Fund. Independent evaluation of the first £5m fund launched in 2015 has shown the programmes reached 380,000 young people – with 75% targeted in “cold spot” areas. Over 7,800 employers engaged with the projects – 45% were new relationships arising directly from the funding.

“Careers and enterprise education is not only important in preparing young people for the world of work. It is also an essential and central part of raising standards. The Careers & Enterprise Company provides a national platform to make this happen, bringing schools and businesses together to provide students with their entitlement to skills acquisition, engagement with employers and inspiration to engage with their studies.”

NICK BOWEN, PRINCIPAL, HORIZON COMMUNITY COLLEGE, BARNSELEY

“Bridging the gap between the world of education and the world of work is a priority for business communities hungry for new recruits at every level. The Company's work with local partners to promote greater engagement between business and education is crucial to preparing the workforce of the future.”

DR ADAM MARSHALL, DIRECTOR GENERAL OF THE BRITISH CHAMBERS OF COMMERCE

For further information about the programme: scaleupinstitute.org.uk/scale-up-programmes/



CALL TO ACTION

If you are a scaling business leader put yourself and your business on the map for engaging with the UK's future talent by connecting with the Careers & Enterprise Company.

GENERATOR DIGITAL SCALE-UP

GEARING UP THE CREATIVE SECTOR



IMPACT
FOR
SCALEUPS



420

REPORTED EMPLOYEE
GROWTH AMONG 30
PARTICIPATING BUSINESSES



ON AVERAGE
EMPLOYEE GROWTH
HAS INCREASED BY

230%

IN THESE BUSINESSES



53%

REPORTED EMPLOYEE
GROWTH AMONG 30
PARTICIPATING BUSINESSES



DIGITAL UNION
GIVE ACCESS TO

500

BUSINESS CONTACTS
IN NORTH EAST

Generator is a leading creative digital sector specialist development agency in the North of England. It has been supporting business growth and talent development for over 25 years – originally with a focus on the music sector – offering a series of services for entrepreneurs.

In 2015 Generator brought together the strongest elements of existing support into a 12-month programme – “Generator Digital Scale-up” – specifically for scaling businesses showing promise of growth but little understanding of how to remove barriers and make further progress.

Generator begins the programme with a full diagnostic to identify the scaling business’ objectives and needs. A scaleup ‘relationship director’ then works with the business over the year; businesses meet regularly with mentors to set objectives and review progress. Scaleups are given guidance on strategy, processes and resourcing, while leadership needs are at the heart of the programme’s coaching programme.

A key element of the programme is the access to interim directors who can help the scaling business in areas of need such as finance, sales and marketing as they grow and evolve their operating models. The interim directors are chosen for their broad experience and the ability to share it effectively. Scaleups are supported to improve their financial management, to access the

finance they need to sustain further growth and to increase their revenue. Finance directors work alongside the business to prepare for investment that will lead to further growth. In addition, Generator works closely with the Department for International Trade in the North to identify opportunities for businesses overseas.

An important part of the approach is to bring businesses on the programme together as a cohort of ten, to encourage peer-to-peer discussion and also to attend a range of masterclasses on subjects ranging from leadership to access to finance. Participants are also offered membership of the Generator-run Digital Union, a major network of creative digital and tech businesses in the North East of England which provides opportunities for networking collaboration as well as assistance with PR, sector campaigns and tender alerts.

Generator has worked with a number of businesses that have scaled between 200% and 300% within two years of coming to them.

SECTOR FOCUS



CREATIVE



DIGITAL



TECH

Working with the Generator team helped us create a clear route to market and a more rigorous approach to identifying and qualifying new business prospects.

DAYKIN AND STOREY

Having access to proven and experienced business professionals has given us insight into what is required to get our company to the next level. The format of regular workshops and reviews has given us the dedicated time and space to get our strategic thinking in order, time which is often de-prioritised when focussed on the day-to-day.

CONSULT AND DESIGN

The mentors always listen and ... helped us to streamline our goals and targets. We have been able to fulfil the overseas orders we were struggling to meet and growth has been a remarkable 480% in turnover since engaging with the Scale-Up Programme.

DOODLE

For further information about the programme: scaleupinstitute.org.uk/scale-up-programmes/



**CALL TO
ACTION**

Scaling up in the creative sector has a multitude of challenges and we think this is an excellent example of how a mixture of interim talent infill, alongside mentoring, coaching, experts and peer group learning can support a specific sector. It has the potential to be scaled further across the creative sector throughout the UK and others in the creative sector can learn from this model.

Teach First

Getting Teachers 'match fit' for business to build a generation of Careers Leaders connecting future talent to opportunities



Since September 2018 Teach First has been rolling out a Careers Leader programme, successfully piloted in 2015/16. The intention is to work with around 130 schools this academic year, bringing in new schools and careers leaders in each subsequent year.

The programme is based on research originally commissioned from the University of Derby exploring the role of teachers in the delivery of high-quality career and employability learning which stressed the importance of developing the role of the careers leader in schools and making sure these leaders have the business knowledge necessary to impart careers guidance.

Teach First designed a training regime, initially for a pilot with 15 schools, which allowed participating teachers to develop

their leadership skills and knowledge of career and employability learning and to transfer this knowledge to other teachers in their schools. Subsequent evaluation by the University of Derby evidenced that schools taking part in the programme reported a growth in competency in careers practice and there were increases in the number of encounters with employers and pupils' experience of workplaces. All 15 schools had written career programmes at the end of the initiative. Teacher participants

were positive about the support received from careers providers, employers and peers on the course.

As a consequence of this excellent initial impact Teach First is now rolling the programme out to 130 schools and is continuing to integrate an element of careers education in its Summer Institute in order to ensure trainee teachers are aware of the need to consider and champion careers education from day one in their schools.

In our 2017 Annual Review we called for a sustained focus to be put into building teaching capacity to ensure the continual learning of teachers in evolving business skills and careers opportunities. We are therefore very encouraged by this programme rollout by Teach First and look forward to tracking its further progress.

Updates on currently endorsed case studies



Freeformers



Established in 2012 and now operating in 12 countries, the workforce technology company Freeformers helps companies to develop the digital skills, behaviours and talent required to be successful. They have a dual approach that combines training within companies and external training preparing young people for the workplace.

The 'Freeformers Adopt' programme transforms a business from within by helping staff develop a digital mindset. Following a digital skills audit that is linked to the challenges of an individual business, Freeformers

provides a blend of training, technology and consultancy services. The Digital Pulse online measurement tool then helps a business to measure its growth mindset over time. Company leaders are offered an Elite programme that combines a digital personal training coach to encourage the leadership team to be more progressive and forward thinking.

The company has now trained 60,000 front line staff. 4,235 young people have also benefited from their work.

LifeSkills, created with Barclays



LifeSkills has been running since 2013, helping to equip young people with the skills they need for the world of work in the 21st century. During that time more than 6 million young people have participated in the programme and over 84% of UK secondary schools, 66% of UK further education colleges, and 74% of universities have registered for the programme.

The programme brings together educators, businesses, young people and their parents and provides interactive tools for young people to learn in their own time or with their parents through a dedicated parents section. It

includes a virtual work experience tool to allow young people to experience a day in the life of a business.

LifeSkills is independently evaluated annually to assess its impact. The 2017 evaluation found that 88% of participants felt more positive about the future, 86% felt more motivated to do better in academic and vocational studies, 85% felt better prepared to make future career decisions and 71% felt they now had higher ambitions and aspirations. 96% of teachers rated the resources as good or very good.

Founders4Schools



Used by students, employers and educators in more than 300 local authority areas throughout England and Scotland, Founders4Schools builds smart connections between companies and students aged 6-24.

As an EdTech charity F4S works nationally and locally with more than 2,000 organisations to connect business volunteers with teachers and students in their community. The charity's work-experience service Workfinder – available on mobile phones – puts the young person at the centre of the search process and enables them to secure experience with growing firms in their communities.

To date F4S has supported 215,975 students, business volunteers have given 10,414 hours and created 656,625 student-employer encounters. In its 2017-2018 Annual

Report the charity reported a 50% increase in educators using its service and a greater than 100% increase in student-employer encounters per 1,000 students.

A recent innovation on the charity's website showcases the number of hours put in by business leaders who are volunteering in their areas to celebrate local community "Change Agents" and allow local authorities to track activity in their areas.

Through digital integration with the Careers & Enterprise Company government officials have access to detailed database that charts student-employer encounters and allows them to analyse learner attainment in schools where students have met 10 business leaders in the past six months compared to those that have not.

Google Digital Garage



Google Digital Garage is working to improve the digital capability of UK businesses and individuals with free skills training and coaching. Guidance provided ranges from how to use online tools and social media to maps and data analytics.

More than 300,000 people have been trained through the Google programme. This is delivered via:

- High Street Digital Garage training shops open for up to one year in major city centres – hubs are currently open in Edinburgh and Manchester;
- Bus tours visiting towns and villages across the country, delivering day-long face-to-face training;
- Pop-ups and bespoke tours such as the Digital Garage Coastal Tour which helped hospitality and

tourism businesses in 15 seaside towns use online tools to grow their businesses and the Market Town Digital Garage Tour which visited 12 towns;

- Online training offering users the choice to train in topics of interest or complete the whole online course for a certification from Google and IAB Europe.

Independent research has shown that as a result of the programme 88% of participants made changes to the way they run their businesses online; almost half (49%) had seen an increase in website visitor numbers and a third (32%) had experienced an increase in customer numbers.

Building a talent pipeline

SCALEUP
INSIGHTS



Scaleups continue to highlight their need for employees with the right skills and experience as their number one barrier to growth. However, there are ways we can raise aspirations and develop the skills of the future workforce.

- 1 Provide encounters.**

Scaleup leaders can connect to a local school through the Founders4Schools (F4S) platform. To date, business volunteers have given 10,414 hours and created 656,625 student-employer encounters, giving careers talks or participating in activities such as mock interviews and CV workshops. “I would encourage any scaleup that is not connected to F4S to do so,” says Claudia Harris, CEO of the Careers & Enterprise Company.
- 2 Rethink work experience.**

The conventional format of two weeks’ work experience in the summer “is not necessarily the highest impact way to support a young person,” says Claudia Harris. There are other ways to provide insight into work, through multiple exposure to different workplaces or through social interaction. More than six million young people have benefited from the interactive tools provided by the Lifeskills programme, which includes a virtual work experience tool. Arranging appropriate work placements has been made easier through innovations such as F4S’ Workfinder app.
- 3 Focus on the local ecosystem.**

Know your local priorities, and target resources accordingly. Connect employers with schools and colleges in a local network to identify opportunities for engagement and open the eyes of pupils to local opportunities in scaling businesses. A city-to-city, local-to-local approach shows significant results as exemplified by F4S. In one project in Stirling, Scotland, a 10-fold increase in student-employer encounters brokered on a monthly basis was recorded.
- 4 Commit senior resources.**

Involvement of CEOs and senior managers adds credibility and weight to employer-school engagement plans and demonstrates the organisation’s commitment to growing skills and talent.
- 5 Use free tools.**

Google Digital Garage provides free training and coaching on a range of digital skills and online tools. More than 300,000 people have been trained through the Google programme; as a result, 88 per cent of participants made changes to the way they run their businesses online; almost half (49%) saw an increase in website visitor numbers and a third (32%) experienced an increase in customer numbers.
- 6 Let the young teach the old.**

Workforce technology company Freeformers helps companies to develop its digital skills, behaviours and talent with a dual approach that combines training within companies and external training that prepares young people for the workplace. The ‘Freeformers Adopt’ programme transforms a business from within by helping staff develop a digital mindset. Freeformers Pulse offers self and peer assessment, while Freeformers Learn allows employees to access coaching and digital learning. “A digital future doesn’t mean everyone relying on a bunch of hipsters, but a system where older employees learn from younger, tech-savvy workers is essential in order for companies to adapt to fit evolving working practices,” says Gi Fernando, founder of Freeformers.
- 7 Be confident about schools’ capacity and appetite to work with you.**

“There is now a clear standard of excellence in careers education, which there has not been before,” says Claudia Harris. “That standard includes an expectation of much closer working between the worlds of education and work, and an expectation that every school has a person responsible for making this happen, which we never had before.”