

A  
RESOURCE FILE  
FOR  
BUSINESS ASSOCIATES

*KEYS TO SUCCESS*

**Haringey Education Business Partnership**  
Creating  
working  
partnerships  
between  
education  
and business



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**KEYS TO SUCCESS RACER!**



## WHAT IS KEYS TO SUCCESS?

Keys to Success is an education business partnership initiative, funded by the Connexions London North and organised by the Haringey EBP. It aims:

- to develop mutually beneficial partnerships between young people, parents, schools, business and the wider community,
- to provide enhanced support for a group of young people who are under-achieving and at risk of making appropriate transition to training and employment opportunities on leaving school

## PROJECT RATIONALE

The core aims of this project, namely to increase Post 16 participation rates and to reduce the number of young people not in training, education or employment (NEET), support strategies and targets identified by the Government and local organisations responsible for education and training.

The Learning and Skills Council (North) Annual Plan 2005-6 includes within its priorities the need to both improve retention, achievement and progression for young people and the need to reduce the number of young people not in training, education or employment.

The Haringey Council's Children and Young Peoples Plan 2006-9 recognises these aims as a key priority. Whilst noting significant improvements in achievement, retention and training in recent years continued progress and new approaches to working with young people likely to become at risk are essential. The report states that the number of young people falling into the NEET category has reduced to 13.9%, a considerable improvement, it is still a long way from the national target of 8.6%.

The implications of these percentages become a stark reality when converted to numbers. The number of young people in the NEET category, aged 16-18 was 598 in Nov 2005 and this number increases as young people leave compulsory education each year. It is a large and significant number of young people in a small Borough such as Haringey. As a local strategy group stated in a report, *Worklessness in Haringey*, "High levels of worklessness within Haringey brings a cost to the borough, resulting in a weaker economy, high levels of ill-health, crime, substance abuse, low levels of attainment at school, and family breakdown leading to higher demands for social housing and social service support."

A possible intervention strategy suggested in the report was a collaborative approach between schools, LEA, Connexions, HEBP and employers - the basis of this submission

As illustrated above many organisations and professionals are current working on these aims, this project seeks to add a new dimension to the task by directly involving young and successful young business people in mentoring and supporting identified students who are at risk. These young business people know the 'Keys to Success' they can highlight how to succeed and act as excellent role models.



## PROJECT OBJECTIVES

- To engage, through mentoring and careers planning strategies, with nominated students in Year 11 who are at risk of exclusion and/ or at risk of NEET post 16
- To appoint '**Business Associates**' (young business people from the local community - 2 per school) to act as mentors and role models to the target group. It is recognised that business some business people will have difficulty in meeting a weekly commitment. To overcome this problem 'reserve mentors' will be recruited to cover unforeseen circumstances.
- To develop and deliver alternative careers education and vocational opportunities that will engage and seek to improve motivation to learn throughout Year 11
- To provide personal development opportunities within the mentoring programme.
- To work closely with nominated schools throughout the duration of programme
- To track and support the students into EET post 16 in Sept 2007 eg training, modern apprenticeship, college etc.
- To provide MI to evidence the number of participants engaged in EET from the programme
- To provide MI that will enable Connexions to update the EET destination of participants on our database
- To monitor and evaluate the project

## PROJECT SCHOOLS

ALEXANDRA PARK SCHOOL

GLADESMORE COMMUNITY SCHOOL

PARK VIEW ACADEMY

**THE STUDENTS** 20, Year 11 students per school, mixed gender.

Target group, mixed gender, will be young people identified by the school as 'at risk of underachieving' and falling into the NEET category. The School will need to provide data/evidence to support their student nominations.

It is recommended that the young people most likely to be influenced/benefit from the Keys to Success project are neither the academically successful nor the totally disaffected, but an in-between group of students. Students who, with the right kind of intervention at the right time, could change their motivation and raise their level of achievement and interest in further education and training. Keys to Success will focus available resources on the specific needs of these students. Young people with major social and educational problems are already supported by organisations with the necessary specialist training and funding.

The HEBP and recruited employers have to ensure that the scheme utilises their particular skills and abilities in a range of strategies that meet em-



## MAIN PROJECT ACTIVITIES

The project will include the following main student activities:

- weekly **mentoring** sessions for each student (20 – 30 minutes) by a **Business Associate**, working to agreed goals and targets
- **visits** to local businesses and colleges to prepare for transition and promote retention
- **training sessions** focussing on college/job application, search and interview skills

## Key organisational activities to include:

- establish clearly defined criteria for ‘underachievement’ and selection onto the scheme,
- develop, with Business Associates /mentors, strategies for supporting the young people,
- ensure that support programmes fully utilise the skills of businesses and the ‘mentors’,
- organise a structured scheme with clearly defined activities, goals and targets,
- organise training and support mechanisms for ‘mentors’ involved in the scheme,
- monitor and record project outcomes.

## STUDENT MENTORING

- the cohort, in each project school, will consist of 20 students, with two or more Business Mentors facilitating weekly mentoring sessions for each student. Mentoring sessions should last for about 20 minutes,
- cohort selection will be made by the school. It will include young people who are underachieving due to poor attendance, punctuality and/or effort and who would benefit from this kind of intervention and support,
- inclusion in the group is on a voluntary basis and with parental agreement,
- mentoring sessions should focus on the achievement of short and medium term goals, the Mentoring Report form should be completed at each session.
- The school will provide appropriate accommodation for the activity



### **STUDENT GOALS**

To work towards achieving the following:

- Full attendance and punctuality
- Satisfactory completion of all GCSE coursework
- Five or more GCSE's at Grade C or above
- Successful completion of agreed individual goals
- Planning for Post 16 education and training

### **PARENTS AS PARTNERS**

It is essential to involve 'Parents as Partners' in the project as follows:

- student involvement in the programme is voluntary and with parental agreement,
- an opportunity should be provided for parents to learn about the project,
- when possible individual meetings between the Business Associate and parents should be held early in the project,
- parents can be invited to join employer visits as appropriate and should be encouraged,
- all activity and involvement with parents must be integrated with and supplement the work of the school pastoral staff.
- HEBP staff will attend school parents evening as requested to promote the work of Keys to Success.

### **TRAINING COURSES**

Training sessions, focussing on college/job application, job search and interview skills, will be organised by HEBP and the Associates

Business Associates and schools are encouraged to identify additional activities that will enhance the programme and to better meet the needs of the students.



## COHORT AND PROJECT MANAGEMENT

- Associates will be contracted by HEBP to work for an agreed number of hours in a nominated school,
- Associates work to line managers nominated by HEBP and the school (most usually the Head of Year 11 and Learning Mentor).
- all aspects of the programme must be negotiated with and agreed by the School.
- school policies and procedures must be adhered to at all times.
- days/hours of work are flexible, as agreed with the HEBP Line Manager and the school.
- each student should be ‘mentored’ on a weekly basis for about 20 minutes.
- student mentoring times should be varied to avoid missing part of the same lesson each week.
- Associates are responsible for managing any employer visits and for maintaining contact with parents as appropriate,
- maintenance of up to date records and completion of HEBP administrative and monitoring forms is essential, as follows:

Student Mentoring Form	Each mentoring session
Time Sheet	Four weekly as per pay dates
Associate Reports	Half Termly

(See **Section 4** for copies of the forms)

See **Section 2**, *SHARING IDEAS AND EXPERIENCES*, for further information and approaches to the work and role of the Associate.



## **PROJECT MONITORING AND EVALUATION**

### **Why monitor and evaluate?**

- To measure outcomes
- To inform partners
- To improve processes
- To meet contractual requirements

### **What evidence needs to be collected?**

- Views of students and parents
- Views of Business Associates and teachers
- Views of the school and other partners
- Improvements in student performance
- Contracted MI data
- Content/impact of courses for students
- Level/nature of employer involvement
- Management and organisation
- Successes, problems and benefits

### **How and When will the evidence be collected?**

School Data System	Prior/during programme
Student Mentoring Reports	Each mentoring session
Business Associate Reports	Half Termly
Course Reviews	End of course
Questionnaires	Students 6 months
	School 1 year
Observations	Throughout the programme

### **Who will collect the evidence?**

- Business Associates
- School Link Teacher
- HEBP Operations Manager
- Young People - enterprise/business project



## INDICATORS OF SUCCESS

Goals	Measures	Target
Improved attendance/ punctuality	School data	100%, in staged targets of 10%
Improved effort, behaviour & motivation	Teacher assessment/ School data Student self assessment	Positive teacher/personal report
Transition to FE or training	School/Connexions data	90% of students progressing
Improved careers knowledge	Student self assessment	Record of visit and training
Meeting student needs	Student assessment Associate feedback	
Support from parents	Parental involvement Associate feedback	
Support from employers, time	Associate feedback Employer feedback	Numbers of employ-
Associate personal development	Associate feedback	

