



# **Lothian Area Board of Young Enterprise Scotland**

## **Roles of the Link Teacher and Business Adviser**



## **Welcome to the Young Enterprise Company Programme**

Thank you for agreeing to support a team of Achievers to take part in the Young Enterprise Company Programme. In doing so, you have joined a growing network of Business Advisers and Link Teachers who are inspiring our young people to excel in understanding how a business operates by Learning from Doing..

You can be certain that your involvement over the coming months will be of enormous benefit to the young people in the Young Enterprise company. Your reward will be to see them grow in knowledge, skills, confidence and maturity.

The pages of this file provide assistance and guidance for you as you carry out your role. There is guidance in this file for both the Link Teacher and Business Adviser. It is very important that you understand each other's roles and more information on this can be found in chapters 3 and 4.



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## Chapter 1

### Background to Young Enterprise

Young Enterprise is a national education charity founded in 1963 to forge links between schools and industry.

**Its mission is:**

To inspire and equip young people to learn and succeed through enterprise.

**The Young Enterprise programmes are run with a vision:**

That all young people will have the opportunity to gain personal experience of how business works, understand the role it plays in providing employment and creating prosperity, and be inspired to improve their own prospects, and the competitiveness of the UK.

Each year over 370,000 Achievers participate in Young Enterprise programmes across the UK. They are guided, encouraged and taught by volunteer advisers from local and national business. Young Enterprise is business-led and is funded, in the main, by corporate donations, Charitable Trusts and the Government.



## Guiding Principles

**The ten guiding principles by which we strive to run Young Enterprise at all levels across the UK:**

1. To offer young people irrespective of background and abilities the opportunity to participate in our programmes.
2. To help young people to develop the attitudes and skills for enterprise, personal success, lifelong learning and employability.
3. To deliver highly practical, activity based, enjoyable learning programmes which inspire young people and improve their understanding of the value and role of business.
4. To involve business volunteers and other appropriate volunteers to deliver all programmes, working in partnership with Link Teachers. Also, encouraging those involved to link their YE experience to their personal development, where appropriate.
5. To ensure that all programmes are of the highest standard, reflecting, best current business practice, ethical behaviour and an awareness of business' responsibilities to their stakeholders including consumers and the community.
6. To establish and maintain quality standards in programme delivery.
7. To provide an appropriate form of accreditation of a participant's achievements in each programme.
8. To manage and support staff, volunteers and the organisation to the high standards demanded by Investors in People and models of excellence appropriate to a voluntary organisation.
9. To work in partnership with individuals and organisations to maximise the efficiency and effectiveness of our activities.
10. To recognise the contribution made to the success of YE by volunteers, Link Teachers, funders, supporters, businesses and education.



## **Chapter 2**

### **Getting Ready to Run**

#### **Company Programme**

Co-ordination of Young Enterprise activity is provided at the local level by the Area Boards, who are volunteers from local business and education. Area Boards are grouped into Strategic Boards and the whole of the UK is divided into the nine Regions of England, plus Scotland, Northern Ireland and Wales. Each has a Chief Executive who is also a YE Staff Member. The Young Enterprise National Office, based in Oxford, has overall responsibility for co-ordination, with the UK Board of Young Enterprise acting as its trustees.

The Area Boards recruit and train Business Advisers and Link Teachers, organise local Trade Fairs and skills development sessions for Achievers along with many other activities.

The Link Teacher keeps in close contact with the Area Board. In the Company Programme, each Young Enterprise company pays a registration fee to provide essential insurance cover and contribute towards the running costs of the organisation. This is raised through the initial issue of shares by the company or sometimes by sponsorship. Through the running of their companies, Achievers have the opportunity to acquire understanding and knowledge of business. They learn to operate as a team and they develop a whole range of skills, many of which are applicable across the curriculum.



## **Different Ways to Operate the Company Programme**

### **Which Year Group?**

Achievers taking part in the Young Enterprise Company Programme are usually aged 15-18 years. The most common year group with which Young Enterprise operates is S5 in Scotland, but there are many companies drawn from other years. In consultation with Senior Management and colleagues, the Link Teacher has to decide where the Company Programme fits best in their school/college. Its relationship with the curriculum obviously influences this decision.

### **The Company Programme works best when:**

- Achievers are offered Company Programme in a range of options and those taking part volunteer to form a Young Enterprise company. Personal commitment and responsibility are strong elements of the Company Programme;
- The Achievers are empowered to take the lead. It is their company and they make the decisions;
- A good Link Teacher helps with facilities, gives encouragement and links Achiever learning to appropriate qualifications;
- Trained Business Advisers lead the Achievers' learning, provide new role models and build a bridge to the real world of work.

NB. The availability of Business Advisers at different times of the day is an issue that should be discussed with your Area Board. This could significantly influence the Link Teacher's decision on how and when to operate the Company Programme. It is important to remember that Business Advisers are volunteers and are essential to the Company Programme.

### **Numbers of Achievers Involved**

The more Achievers that can be involved in the Company Programme will benefit from

- being a team player
- communication skills
- running their own business.

Following publicity in school/college, Link Teachers sometimes find that they have more potential Achievers than can be formed easily into one company. Young Enterprise Companies can range from as small a number as 6 up to 25 Achievers. Young Enterprise recommends a minimum of 6 Achievers and suggests that when numbers go beyond 20 the Link Teacher / Adviser should consider forming two Companies.



No company should contain more than 25 Achievers. There is no limit to the number of companies that a school/college can run. They should endeavour to recruit colleagues so that each company can have its own Link Teacher. Similarly the more Companies a school / college has the more Business Advisers are needed. Therefore before deciding on the number of companies please check the availability of Business Advisers with the Area Board.



## **Ensuring that the Programme Benefits the School / College**

### **Involvement of Senior Management**

Ideally the Senior Management of the school / college should be involved in and fully supportive of all Young Enterprise activity. If introducing the Company Programme in a school / college for the first time, discussions need to take place with Senior Management to decide on the most appropriate format of the programme.

If the Company Programme is already operating in the school/college, then the Link Teacher may want to involve Senior Management in a review, which could, for example, consider the extension of Young Enterprise Programmes to more curriculum areas or different age groups. It is important that you make Senior Management aware of the considerable benefits that can be gained by Achievers and also by staff through involvement with the Company Programme.

The Achievers are often the most effective means of “selling” these benefits to Senior Management. Link Teachers should try to involve past Achievers in presenting how much their participation in the Company Programme has contributed to their personal development.

### **Publicity**

Every effort should be made to encourage the Achievers to seek out publicity in the Press and on the local radio for their Company Programme activities (see the Marketing Director’s Guide to Publicity, available from the Company Programme website). School Board Members and Senior Managers are invariably pleased with good news that publicises the school / college.

In order to raise the profile of the Company Programme in the school / college the Link Teacher can organise opportunities for Achievers to make short presentations to their fellow Achievers, School Board Members, Senior Managers and other staff, about their company and products.



## **Cementing Relationships with Business**

The Company Programme can often be a catalyst for the development of wider education/business activity in the school/college. Senior Managers should be encouraged to meet Business Advisers and other visitors from the business world so that lasting relationships can be built up and cemented. It may be necessary for the Link Teacher to set up and facilitate such meetings. These are often most successful if they are arranged in a social rather than formal way.

## **Overcoming Concerns**

Link Teachers sometimes meet resistance to the Company Programme from some colleagues, who mistakenly perceive it as the introduction of unwelcome commercialism. It is most important to initiate discussions with staff so that the Link Teacher, together with Achievers, can explain the learning outcomes and benefits of the Company Programme for both the Achievers and the school. Information on accreditation and qualifications (including how Company Programme can be used to support university applications) can be found in chapter 6.

Company Programme can support many areas of the secondary curriculum and subjects. A list of the key skills developed by Achievers during Company Programme can be found in appendix 2.



## **Ensuring that the Programme benefits the Achievers**

In the Young Enterprise Company Programme Achievers encounter real problems, need to find real solutions, risk real failure and are rewarded with genuine success. They need three essential elements to support and guide them through this:

### **1) Access to the Company Programme Website**

[www.young-enterprise.org.uk/company](http://www.young-enterprise.org.uk/company)

Once the Young Enterprise company has been registered online, all company members (including the Link Teacher and Business Adviser) are set up with accounts on the Company Programme website. This site provides extensive guidance on running the programme and is also a tool that company members can use to help them manage their company. Features include the ability to enter and manage their company accounts online, communicate with other company members, operate a company calendar, manage tasks, upload resources, create a company profile and communicate with Achievers from other Young Enterprise companies. It also allows Achievers to use the “ask the experts” feature to submit their questions to Young Enterprise alumni and other experts.

### **2) Company Programme Kit**

Following registration the Young Enterprise company will receive their Company Programme Kit comprised of:

#### **Director Diary** (one diary for each company member)

A business diary that also contains information pages about Company Programme.

#### **Administration Box** (one folder for the company)

This holds essential documentation for the company as a whole. This should be looked after and brought to each meeting by the Company Secretary.

### **3) A Business Adviser**

The volunteer Business Advisers are essential to the smooth and successful running of the programme as it is they who guide the Achievers through the business processes.



## Chapter 3

### Role of the Link Teacher

The Link Teacher has the role of facilitator and communicator with all the people involved in the running of the Young Enterprise company. This includes the Achievers, Advisers, Young Enterprise Area Board, local staff members and UK Office, the School Board Members, Senior Managers, and other staff from the school or college, parents, Press and local businesses. The main roles of the Link Teacher are detailed below:-

#### Registering the Company and the Company Programme Website

The Link Teacher must be present when the company is registered online and ensure that registration details are correct. The Link Teacher is then responsible for handing out usernames and passwords, updating the company registration details, moderating what the company has posted to the “company profile” and “company members” sections of the website and deactivating the accounts of Achievers if they misuse the website.

#### Administration

The Link Teacher is the contact point between the school/college and Young Enterprise. He/She attends Area Board briefings, supplies reports to the board and ensures the effective flow of information regarding dates, trade fairs, competitions, meetings etc. to the Achievers.

#### Other administration responsibilities include:

- organising access to rooms, computers, telephone/fax, and equipment for the Achievers both from within the school/college and from external sources;
- helping with the organisation of transport for events, trade fairs, competitions, presentations etc.
- overseeing the arrangements for the examination, liaising with the Examination Officer at the school and helping the Achievers prepare for the Strathclyde Examination.
- ensuring that, where relevant, Company Programme activity fulfils course requirements and that Achievers’ achievement is recorded towards their assessment;
- developing links with outside businesses and agencies, including the Press to help with Company Programme activity;
- ensuring that health and safety regulations are adhered to.



## **Promotion**

When recruiting, Link Teachers publicise the benefits of taking part in the Company Programme to Achievers from all areas of the curriculum (not just Business and Economics). In addition Link Teachers promote Young Enterprise programmes to School Board Members staff and parents. Company Programme links too many areas of the curriculum and develops a wide range of key skills. Link Teachers often successfully work with staff from other departments to help support Achievers.

## **Supporting Achievers**

Link Teachers support Achievers by motivating and encouraging them, acting as a mentor/listener, mediating problems (be careful not to jump in too early) and helping them to review their progress through the Record of Achievement. It is important to remember that it is the Adviser who will be supporting and guiding the Achievers to run their company and that the Link Teacher role is separate to this (the Link Teacher should not become an extra adviser) Link Teachers also help Achievers to liaise with school/college staff and outside agencies such as the press. In addition the link teacher is responsible for preparing Achievers for the Young Enterprise qualifications or supporting them with any other accreditation that has been chosen (see chapter 6).

## **Supporting Advisers**

The Link Teacher role in supporting Advisers is to brief them at the start of the year, act as their main point of contact with the school, ensure the smooth running of interaction between Achievers and Advisers and iron out any difficulties. Link Teachers are also involved in helping with the recruitment and retention of Advisers. Many of these functions are ongoing throughout the length of the Company Programme but there are certain things that must be done at critical times. For example, a quick start-up in September is one of the secrets of success so that the benefits of the Christmas market can be maximised. The Link Teacher needs to begin preparation during the preceding summer term so that a good start can be made after the holiday.

## **Working with the Adviser**

It is important to appreciate the complementary roles of the Link Teacher and the Advisers. The Advisers give guidance to the Achievers on business matters so it is not necessary for the Link Teacher to have a detailed knowledge of business. Nor is it necessary for the Link Teacher to attend the Young Enterprise company meetings although in practice the Link Teacher will usually be available, if needed, to support and facilitate activity.

**CAUTION** - Link Teachers may find themselves drawn into becoming an extra Adviser. Link Teachers should try to avoid taking on the Adviser role as Achievers may be inclined to get you do the actions where the company members should be doing this for themselves.



**Remember - Advisers are Volunteers as well!**

Advisers are very valuable volunteers who give up their time to help the Achievers and should be thanked appropriately. As suggested in this document, introducing them to the Senior Management of the school/college is a positive way of making them feel valued and of cementing the relationship.



## Chapter 4

### The Role of the Business Adviser

An Adviser treads a careful line between leading the Achievers through the experience and enabling them to run the company for themselves. It demands tremendous concentration on how a meeting or work session is progressing and sensitivity to individuals and the dynamics of the group. Choosing when and how to intervene are a matter of careful judgement and the essence of being a good Adviser.

#### **Be a Source of Knowledge**

Achievers will lack knowledge and confidence and will turn to the Adviser Team for advice on production, marketing, sales, accountancy, personnel and general company management procedure. In the beginning the Business Adviser will have to describe the Company Programme and explain the expected outcomes.

#### **Be a Motivator**

From time to time it may be necessary to instil a sense of urgency, raise morale, and engender team spirit, to get things moving as well as playing “Devil’s Advocate”.

#### **Be a Consultant**

Care should be taken not to direct, order, instruct or lecture. The Business Adviser should guide, help, suggest, and provide a range of alternative solutions. Encourage and inspire an innovative approach. In the early stages of establishing the company the Business Adviser has to give a more positive lead, using the Welcome Brochure document from the Start-up Pack.

#### **Be a Facilitator of Learning**

Whilst managing the Young Enterprise company is a learning experience for Achievers, it is important to build into the process opportunities to review this learning. The Achievers’ Young Enterprise Company Programme Record of Achievement should be used as the basis for this. Other key moments are during preparation for the Young Enterprise Qualifications and prior to the production of the Company Report.

#### **Be a Guardian of Safety and Quality**

No product should be made which, in the production process, involves danger to the Achiever or, when sold, could present a hazard to the user. (See “Legal Responsibilities and Insurance Cover” found in the website guidance, in particular the list of prohibited products).



## **Objectives of the Business Adviser**

The main objectives of an Adviser are to help Achievers to run a successful company, learn from the experience and enjoy doing it. It is important to understand that even if a Young Enterprise company is not a great commercial success it can still provide an excellent learning experience. It is an opportunity for the Achievers to use their initiative and be creative.

**The Business Adviser's objectives are to help Achievers to:**

### **1 Develop personal skills including:**

- working as a team;
- communication;
- decision-making;
- time management;
- creative thinking.

### **2 Gain an understanding of how a business works, particularly:**

- marketing;
- operations;
- finance;
- quality;
- customer satisfaction.

### **3 Gain an understanding of the wealth creation process through:**

- share ownership;
- understanding finance;
- understanding adding value;
- understanding innovation.



## Hints for Good Practice for Business Advisers

- Create a relaxed and informal atmosphere. Use first names.
- At the first meeting set the tone and style for meeting, set out the room before the Achievers arrive, then get to know each other, introduce and talk about yourself. Get the Achievers to do the same.
- Encourage Achievers to take part in the qualification and the Company Competition.
- Praise and encourage the Achievers when this is deserved.
- Be honest. If you do not know something, admit it, but promise to find out.
- Show enthusiasm and commitment.
- Do not let your interest flag. When matters are going well your stewardship of the company is still vital.
- If you are ever unable to attend a meeting send your apologies and an explanation as much in advance as possible.
- Get as much publicity as you can for your company and Young Enterprise.
- Keep your Area Board informed of your progress and any problems or changes, which take place throughout the life of the company.

## Dealing with Problems

Ideally Advisers are knowledgeable and committed to the Young Enterprise company, turn up regularly to meetings, are on time and get on well with the Achievers. However, sometimes problems can arise and it is the Link Teacher who will have to try to sort them out. Sometimes circumstances in the professional or private life of an Adviser prevent them from fulfilling their commitment to the Young Enterprise company. In this case the Adviser may not initially have realised the full commitment needed or may be finding the role too difficult. Some Advisers are keen and enthusiastic but lack the knowledge needed. However, many of these problems can be overcome by having them invite other personnel from the company they work for to act as consultants in special areas. Sometimes problems can arise if Advisers are too dominant and make too many of the company's decisions. In this case they have misunderstood the role and the Link Teacher may have to point this out to them.

Dealing with these problems needs careful handling and is easier if the Link Teacher has established a good relationship with the Adviser early on. Young Enterprise should always be informed if an Adviser does not attend regularly. Very rarely the Adviser may opt out. In this case the Link Teacher should approach the Area Board with the problem, in order to find a replacement as quickly as possible. However difficult it is to deal with a problem Adviser, the Link Teacher should endeavour to do so speedily to prevent the Young Enterprise experience for the Achievers from deteriorating.

On the Company Programme, every Young Enterprise company normally has one or two Advisers. Advisers are volunteers, from local business and industry, who are willing to share their knowledge and skills with Achievers. They vary enormously in age and background.



## **Preparation will encourage a good start**

### **Familiarise Yourself with the Company Programme Materials and Website**

The Company Programme materials are designed to assist the Business Adviser, Link Teacher and Achievers to run a successful company. Please take the time to familiarise yourself with the contents of the Welcome Brochure at first and then later with the Director Diary and Admin Box that will be sent to the Achievers once the company is registered. You will be emailed or given a username and password for the Company

Programme website once the Link Teacher has registered the company.

Use this to familiarise yourself with the functions and extensive guidance which will be available to all company members. Of particular importance are the “Rules and Guidelines” and “Running your Company” sections as well as the Business Adviser/Link Teacher function.

### **Ensure that your Young Enterprise Company has a Mission Statement and some Objectives.**

Early in the company’s life organise a session to create the company’s Mission Statement and Objectives. Encourage Achievers to set their own personal goals for their participation in the Company Programme. The Young Enterprise Company Programme Record of Achievement will help to support this.

### **Working with the Link Teacher and the Area Board**

A vital part of the Company Programme experience is the introduction of Achievers to people outside of school/college life from the real world of business. The current business skills and knowledge of the Business Adviser will support and inspire the Young Enterprise company and are the essence of the Company Programme.

The Business Advisers form a support team with the Link Teacher. The Link Teacher’s role is very different from that of the Adviser, but no less important to the success of the Company Programme experience. If the Young Enterprise company is meeting on school/college premises the Link Teacher will be a vital link to the day to day working of the school.

### **The Link Teacher is not an Adviser**

Link Teachers are not expected to have detailed knowledge of business. Often they will come from an unrelated discipline but will be motivated to provide their Achievers with the real Company Programme business experience. The attendance of an Adviser at each meeting is essential because Link Teachers are often tempted into an advisory role by the excitement of the Company Programme or a crisis for the



Achievers and their company. Teachers should be encouraged not to “intervene” in the running of the Young Enterprise company.

They should be reminded that the Company Programme is a bridge to the world beyond school or college and Achievers need to take control of their company and live with their decisions. Sometimes Achievers will “fail”. This is an important part of learning from the Company Programme. We provide a “failure friendly environment” where we allow “failure” and encourage strategies for putting things right. Advisers and Link Teachers should meet briefly at regular intervals to review progress of the company.

**Advisers are crucial to Young Enterprise Companies because they:**

- expand Achievers’ experience beyond that which the teacher/school/college can provide;
- provide role models for the Achievers;
- provide real and current business expertise;
- provide links to the outside world and the local business community for the school/college.
- The role of the Adviser is to counsel and guide, not to lead and direct (except in the initial setting up stage). Link Teachers should make sure that the Achievers understand this clearly. The role requires the Adviser to wear many ‘hats’ including that of providing knowledge of how a company functions.

**At the beginning the Adviser has to provide positive leadership as:**

- a consultant providing specialist advice and skills but never directing or instructing;
- a motivator, when it may be necessary to raise morale and develop team spirit;
- a facilitator of learning through providing opportunities for review of company/personal objectives and self-assessment (see Record of Achievement, on the Company Programme Website guidance section);
- a guardian of safety and quality of all products and services.
- Later on, the Adviser takes more of a counselling and mentoring role as the Achievers take over running their company.



## Chapter 5

### The Young Enterprise Area Board Role

Remember the Area Board is there to support Business Advisers and Link Teachers with any queries over the programme or difficulties they may be facing.

#### They:

- recruit schools/colleges;
- recruit Achievers (via Link Teachers);
- recruit supporting organisations and Advisers;
- induct Advisers and Link Teachers;
- organise annual events e.g. Trade fairs, training sessions and the company competition.

#### Recruiting Advisers

The Area Board is responsible for recruiting Advisers and for providing training. Sometimes the Area Board has difficulty finding enough suitable Advisers so it is a good idea for the Link Teacher to identify potential Advisers from their contacts through the school/college. School Board Members, parents / grandparents and colleagues can be excellent sources for contacts. If the school does recruit its own Advisers it is important that they are introduced to the Area Board so they can be integrated into the Young Enterprise system and have access to support, training and materials.

All Young Enterprise Advisers go through a Disclosure Scotland check to assess their suitability for working with young people in the role. Good Advisers are absolutely crucial to the success of the Company Programme, so putting in sufficient effort to recruit the right people at the beginning pays dividends later on. One area of the Company Programme where Achievers often need extra help is with managing the finances and the accounts. Advisers with a financial background can be very effective in supporting Achievers with this and Link Teachers should bear this in mind when recruiting.



## Chapter 6

### The Young Enterprise Company Cycle

This chapter outlines some of the details of what the Link Teacher and Business Adviser will be doing throughout the year. An outline for the year is found in Appendix 1 which shows when these steps usually take place. Remember, however, the programme is flexible and the timescales will vary depending on your Achievers and their needs.

**Sections are marked with either LT (for Link Teacher) or BA (for Business Adviser) to indicate who is expected to lead each section. See chapters 3 and 4 for more clarification on the roles of the Link Teacher and the Business Adviser.**



## **Stage 1. Getting Started**

### **Briefing Meeting with Adviser (LT)**

The Link Teacher forms a team with the Advisers. Before the Young Enterprise Company starts it is essential to set up an initial meeting between the Link Teacher and the Advisers.

#### **The aims of this meeting should be to:**

- brief the Advisers about the school/college and give them a map of the campus and a sheet of basic information on: school/college hours; how the Achievers can be contacted; dates of terms and half-terms, other closures, school journeys and special events; Health and Safety procedures;
- show the Advisers the room to be used for Young Enterprise (when run on school premises) and give “domestic” information such as the location of the toilets and how to get refreshments;
- establish complementary roles and a partnership approach;
- brief the Advisers about the Achievers;
- agree an efficient start-up procedure so the company is well underway in time to capitalise on the Christmas market;
- give the Advisers all relevant information if the company is running as part of a curriculum programme;
- explain that, if run as part of the curriculum, the Link Teacher may need to be more involved than he/she would be in an extra-curricular Young Enterprise company;
- agree arrangements to meet regularly, outside of the company’s meetings to plan and to exchange information;
- make sure that Advisers are aware that Achievers may need to be given opportunities during the year, to review personal development and carry out self-assessment in order to put together their Company Programme Record of Achievement (available on the Company Programme Website once registered);
- discuss any personal objectives that the Advisers have and any assistance that can be given. For example, they may be working on management qualifications towards which their Young Enterprise work can count. Or they may want to develop a better understanding of current educational issues;
- ensure that the Advisers have read and understood the “Adviser Code of Conduct” (a copy for reference can also be found in Appendix 4 of this file).
- Remember to exchange contact details including email addresses. If the Link Teacher is able to enter the Business Adviser’s email address at registration the Business Adviser can be emailed their username and password for the Company Programme early.



## **First Company Meeting (BA)**

### **Preparation**

Before the meeting commences set up the room in Board Room style with a place name for each Achiever (pens and notes pads would also add to the occasion). A Business Adviser takes the chair. The Adviser has the documents in the Start Up Pack and issues documents when appropriate.

### **Agenda**

1. Introductions.
2. Adviser's Role.
3. Explain how the Company Programme operates.
4. Explain the Company Programme Kit and website.
5. Explain how a company operates.
6. Decide company name.
7. Roles and responsibilities of function directors.
8. Future meetings.

#### **1. Introductions**

Say a little about yourself, job, hobbies and Young Enterprise experience. Ask Achievers and Adviser colleagues to introduce themselves saying a few words about their interests, ambitions and why they are doing the Company Programme. It is important to establish good communications quickly with Achievers to ensure a good working relationship is formed. Time taken at this stage will set the scene for the rest of the programme.

#### **2. Adviser's Role**

Go through your role with the Achievers and how you see it working. Remind them it is their programme and you are there to assist when required. You will probably be more directional at first but this will shift as the members become more active in their functions. It will be useful to mention the Link Teacher and the way you will work with them.

#### **3. Explain how the Company Programme operates**

Issue the welcome brochure from the Start Up Pack. Use this to briefly explain how the first few weeks of the programme will go.

#### **4. Explain the Company Programme Kit and website**

Following registration the Young Enterprise company will receive access to the Company Programme website and their Company Programme Kit. The company should be registered as soon as possible after this meeting. The Company Programme



website allows company members (including the adviser and link teacher) to use tools that will help them run and organise their company, find guidance and support and enable them to communicate with other Young Enterprise companies across the country.

### **The Company Programme Kit is:**

1. A Company Programme Director Diary for each Achiever containing a business diary, some introductory guidance to the programme and sign-posting to the Company Programme website;
2. A Company Administration Folder (one folder for the company) holding essential documentation for the company as a whole. This should be looked after and brought to each meeting by the Company Secretary.

### **5. Explain how a company operates**

Use the welcome brochure and your own experience to talk through the principles of creating a business.

### **6. Decide the company name**

For legal reasons the word “Limited” must not be used and the phrase “A Branch of Young Enterprise” must follow the adopted name.

### **7. Roles and responsibilities of Function Directors**

Refer to the welcome brochure document and ask them to read the Roles and Responsibilities Section and consider their own preferences for the next meeting.

### **8. Future Meetings**

Agree time, day and place for weekly meetings. Consider your own commitments at this stage. Give the Achievers your contact address, email, telephone/fax.

### **Registering the Company (LT)**

Registration is done online and there is a form in the start-up pack to help you with this. Make sure you have gathered all of the relevant information before registering the company at [www.young-enterprise.org.uk/company](http://www.young-enterprise.org.uk/company).

Registration will also give company members access to the Company Programme website and the Company Programme Kit which will be sent to the school or college. After registration the company will then be invoiced for the registration fee. Link teachers must take overall responsibility for registering the company. If registration is done online it is often useful to do this with the Achievers but the Link Teacher must be present during the registration process to ensure that details are entered correctly and ensure the security of the company member user accounts.



### **Handing out Usernames and Passwords (LT)**

Once the company has been registered the Link Teacher will be emailed a list of usernames and passwords for the Achievers, Business Adviser and themselves. It is the Link Teacher's responsibility to hand out the usernames and passwords to Achievers individually. The Link Teacher must ensure that Achievers are aware that parts of the site will be monitored (by the Link Teacher and Business Adviser) and that their account may be deactivated if they misuse the site.

During the registration process the Link Teacher is asked to include the email address of the Business Adviser so that their username and password can be emailed to them. If this is not entered at registration then the Link Teacher will also have to make sure that the Business Adviser is given their username and password the next time they meet.

### **Using the Company Programme Website (LT and BA)**

The Link Teacher and Business Adviser user accounts give access to all of the functions and guidance available to Achievers (with full permissions). This includes the specific guidance, resources and videos for Link Teachers and Advisers and the discussion forum.

**Registration activates the insurance which covers Achievers for trading with the public.**

### **Companies must not start trading before registration**

These accounts will also allow the Link Teacher and Business Adviser to monitor content that Achievers have posted on the "company profile" and "company member profiles" sections which are available to be viewed by other Young Enterprise companies across the country. Link teachers should bear in mind that any content posted on these sections represents not only the Young Enterprise company but the school as well. When the Link Teacher or Business Adviser is logged into the Company Programme website they can update the company registration details at any time.

### **They are able to:**

- edit the company registration details (including company name);
- add/remove Achievers to/from the company;
- deactivate a Achiever's account if they have left the company or misused the website;
- request to be emailed the company members' passwords if they have forgotten them.



## **Second Company Meeting (BA)**

### **Preparation**

In this meeting Achievers will need to sign off a printed copy of the Memorandum and Articles of Association. This can be found in the Company Resources section of the website and must be printed out and brought to the meeting.

If possible, it will be helpful in this session to demonstrate aspects of the Company Programme website. The best way to do this is to display items using a computer (with Internet connection) and a projector. The Business Adviser should be familiar with the Company Programme website before this meeting. Bring the Welcome Brochure for reference. Ask if the Company Programme Kit has arrived. (Agenda assumes this has arrived. If not, follow the Welcome Brochure).

### **Agenda**

Adviser starts the meeting in the chair.

1. Apologies for non attendance.
2. Election of Directors.
3. Go through the Director Diaries and Company Administration Folder.
4. Talk through the Company Programme Website.
5. Decide on permissions for the website.
6. Begin discussion of potential products or services.
7. Complete Memorandum and Articles of Association.
8. Discuss Business Plan.
9. Agree to open a bank account.
10. Any outstanding business including key dates for Achievers' calendar.
11. Date of next meeting.
12. Brief Managing Director for next meeting.

### **2. Election of Directors**

Ask if there are any queries over the Roles and Responsibilities. Agree with group how they want the elections to take place and elect the directors.

### **3. Go through the Director Diaries and Company Administration Folder**

Hand out the director diaries and talk over what they contain. Go through the contents of the company administration folder. This should be looked after and brought to each meeting by the Company Secretary.



#### **4. Talk through the Company Programme Website**

The Link Teacher should already have supplied each Achiever with a username and password for the website. Talk Achievers through the guide to using the website found in the director diaries. If possible, demonstrate the website features by logging into the website with your own account. You should arrange a separate session to go over the online accounts system with the Finance Director(s).

#### **5. Decide on Permissions for the Website**

Make sure that everyone knows that the Managing Director will have extra responsibilities on the Company Programme website. The Managing Director will have the ability to allow certain company members to have extra permissions on the site.

**The company needs to decide which members will have permission to:**

- Edit the company Calendar
- Edit the company Tasks
- Upload/delete the company resources • Edit the company accounts
- Edit the company profile • Edit the company member profiles

The Managing Director should think very carefully before setting these permissions and this is an opportunity to discuss how they should be used. It is recommended that only one Achiever (normally the Finance Director) is given permission to edit the online accounts. The Managing Director will be able to change these permissions online at any time.

#### **6. Begin discussion of potential products or services**

Refer to the Welcome Brochure. Choosing the product/service is very important. You should ensure all possibilities are explored. Brainstorming is a useful technique to get everyone's ideas and there are some methods for this in the document. Agree actions to research products/services before next week. Finalising the choice of product may take several weeks. Further guidance is available on the website including a theme on innovation and choosing a product or service.

#### **7. Complete Memorandum and Articles of Association**

This should have been printed off from the company resources section of the website and needs to be signed by the company members. It should be kept with other company documents by the Company Secretary.



## **8. Discuss Business Plan**

This is an opportunity to introduce Achievers to the idea of a business plan and for them to discuss their initial ideas. Full discussion of the business plan is covered in the third meeting.

## **9. Any outstanding business including key dates for Achievers' calendar**

Some key dates are found in the "Running Your Company" section of the online website guidance. It is a good idea at this stage to check general understanding and that everyone feels involved.

## **10. Brief Managing Director for next meeting**

After the meeting has closed have a brief discussion with the Managing Director and Company Secretary to agree how they will prepare for next week's meeting. Remind the Managing Director that he/she will need to log on to the Company Programme website and set permissions for company members as discussed.

### **Updating who the Managing Director is Online (BA or LT)**

Once the Managing Director has been chosen the Business Adviser or Link Teacher must edit the registration details online to show this (a link at the top of the page once you have logged in). This step is essential in order that the MD can set permissions for their company members. If the MD changes throughout the year the Business Adviser or Link Teacher must change this online.

### **Opening the Bank Account (LT)**

Once the company has chosen a name and elected Directors it can open a bank account. (See guidance in the Company Administration Folder). Depending on the location of the school/college, sometimes Achievers have difficulties in physically getting to the bank and you may have to assist them. If you use your car make sure that you have the necessary permissions and check your car insurance (see the Rules and Guidelines section of the website guidance for more information).



## **Stage 2. Planning**

### **Third Company Meeting (BA)**

#### **Preparation**

There are several parts of the website guidance which will be of use during this meeting (and all future company meetings). It would be helpful to have the Company Programme website displayed on a projector for reference.

#### **Agenda**

Adviser hands over chair to MD. Adviser gives support. Company Secretary takes minutes.

1. Apologies for non-attendance.
2. Agree on product or service (or plan next steps towards agreement).
3. Consider Health and Safety issues.
4. Agree how capital will be raised.
5. Draw up Business Plan.
6. Draw up a Mission Statement and Self Assessment Objectives.
7. Discuss Operations plan.
8. Any outstanding business.
9. Date of next meeting.
10. Have the Finance Director and Deputy Finance Director worked through the Finance guidance on the Company Programme website?

#### **2. Agree on product or service (or plan next steps towards agreement)**

This is a crucial decision for your company to make, to ensure they choose a product which meets the customers' needs. The Welcome Brochure will help you with this process. Making and producing the product is a major and enjoyable part of the Company Programme experience. Young Enterprise discourages simply retailing (i.e. buying and selling products). Commitment to their product/service is a vital factor, which holds a Young Enterprise company together. Ensure that Achievers have checked their product or service against legal and insurance guidelines (found in the online guidance) and particularly the list of prohibited products. Further guidance is available on the website including a theme on innovation and sample product/service ideas.

#### **3. Consider Health and Safety issues**

You must be aware of your responsibilities in this area. Refer to the rules and guidelines section of the website guidance.



#### **4. Agree how capital will be raised**

Ensure that the Company Secretary issues share books (found in the Company Administration Folder). See also guidance on the Company Programme website and further information later in this section.

#### **5. Draw Up Business Plan**

Every new Enterprise needs a Business Plan. It provides the company with a document they can use when approaching prospective shareholders and lenders. It will help to clarify the amount of capital required for the project. The Managing Director is responsible for co-ordinating the production of the Business Plan.

**Ensure that the MD is starting to draw together information for the Business Plan, to include the following:**

- the prospective venture;
- the key people;
- the products or services;
- the marketing strategy;
- financial requirement.

Get agreement on when to complete and present - possibly each monthly Board Meeting. Further guidance is found on the Company Programme website.

#### **6. Draw up a Mission Statement and Self Assessment Objectives**

Once the company has decided on a name and the product or service it is going to provide, it is useful to produce a Mission Statement and self assessment objectives. A Mission Statement is a vision of the kind of company the Achievers are aiming for. It should be short, concise, understated and agreed by everyone in the company.

Self assessment objectives will give the company some guidelines against which to assess themselves. It is an opportunity for the Achievers to consider quality and customer service, ensuring they are aiming for the highest standards possible. More detail on the self assessment objectives is found later in this section.

#### **7. Discuss Operations Plan**

Areas to consider include Health and Safety, equipment and tools, hiring out, renting and purchasing. More guidance is found on the Company Programme website.



## **8. Have the Finance Director and Deputy Finance Director worked through the Finance Step by Step Guide?**

A more detailed guide to finances is found in the finance function guide section of the Company Programme website. Do they understand the finance guidance and how to use the online accounts system? Has the Managing Director given them permission to edit the online accounts?

### **Share Issue (BA & LT)**

To raise capital at the beginning of the company “ordinary shares” are sold to contacts, friends and families of the Achievers. Every Achiever must hold at least one share. The share certificate is not a negotiable instrument and any one individual is limited to a maximum of twenty shares. The maximum share value which can be raised is set annually, and can be found in the rules and guidelines section of the Company Programme website.

If the company wishes to raise a higher level of share capital, special authority must be sought from the Area Board. The Company Secretary is responsible for keeping a careful note of the issue of shares. The share books are supplied in the Company Administration folder. Each share certificate has a counterfoil and the completed counterfoils form the basis of the Share Register. Some Companies have mislaid the Share Register in the past so it is a good idea for you to suggest that the company keeps a copy in the school/college safe. Without the Share Register, accurately repaying shareholders after liquidation is impossible.

### **Company Self-Assessment Objectives (BA)**

**Objectives are usually developed for all of the major business areas, however it is suggested that you address the following:**

- customer satisfaction;
- resources;
- environment;
- profitability.

In all of these areas you should encourage the company members to consider how they can innovate to develop a new and creative solution to achieving their objectives.

### **Examples of Company Self-Assessment Objectives:**

#### **Customer Satisfaction**

Example: We will conduct regular customer surveys to ensure we are consistently exceeding their requirements with the objective of achieving “Delighted customers”.

1. The survey data will be communicated regularly to all Achievers and will be discussed at every Board Meeting where any corrective actions will be agreed.



## **Resources**

**Example: We will maximise our resources by:**

1. Developing a value for money approach in all of our transactions;
2. Accurate planning to ensure “on time” delivery both from our suppliers and to our customers.

## **Environment**

**Example: We will protect our environment by:**

1. Wherever possible using recyclable materials;
2. Striving to use only environmentally friendly suppliers;
3. Providing our customers with appropriate disposal instructions for after the product has outlived its use.

## **Profitability**

**Example: We will strive for profitability by:**

1. Constantly measuring where we are against our plan;
2. Comparing ourselves, where appropriate, with similar organisations;
3. Regularly reviewing the effective use of all of our resources.



### **Stage 3. Up and running**

#### **Between Meetings (LT)**

Between meetings you are the main channel of communication between all parties so you will need to set up an effective system of passing information to Achievers. Informally between meetings be enthusiastic and take a supportive interest in the company and be there to advise the company if problems arise. Achievers may want to access certain facilities such as technology equipment and it is often a good idea to smooth the Achievers' path with colleagues. Throughout the Company Programme, you and the Advisers will help the Achievers complete their self-assessment and record their achievement.

#### **Weekly Meetings (BA)**

Weekly meetings help to establish a routine. The Managing Director should be conducting the meeting using an agenda circulated before the meeting. Most of the session will be spent on production but there is a need for a brief meeting both at the start and at the end of each session, which should be conducted in a formal manner (Refer to the "Up and Running" section of the website guidance). By now the company should have established a routine and be in full production. All the Achievers should now be fully involved and participating effectively and continuously during the entire session.

The Function Directors should use some of the session for their planning and administrative tasks. When they have completed their tasks they should join in the production work of the company. Make sure the company takes full advantage of the Christmas market and is looking for suitable outlets to sell their products. This is the time to let the company develop and to allow individuals to establish their roles and responsibilities. Your role will be to check for de-motivated members, offer guidance when required and intervene when necessary. Intervention is the art of interrupting the group by asking questions, providing information, expressing feelings or otherwise altering the course of action that is being taken.

Remember that the Company Programme is about "learning by doing" but there may be occasions where intervention is necessary to help the group move in the right direction and save time.

Your relationship with and knowledge of the group will help you decide whether to intervene or not.



## **Monthly Meetings and Reviewing Progress (BA)**

Regular dates for monthly meetings should be agreed in advance and all Achievers should attend. This meeting may be part of a weekly meeting or an additional meeting. The Monthly Board Meeting is an opportunity to review progress and make decisions for the future. Reviews fall into two areas, business reviews and personal reviews.

**Reviews should be carried out as a group exercise, and not on a one to one basis.**

Business reviews cover areas such as sales, product, quality, prices and the customer. The company should review progress against their Business Plan, Mission Statement and Company Self-Assessment Objectives. The Progress Check sections on the website function guidance should help with this. Personal reviews may cover areas like business knowledge, working in teams or some aspect of personal development.

During the formal reviews, invite the Link Teacher to participate. You should encourage the Achievers to think about the skills they have developed. The business review should be done collectively in open discussion but the personal review allows for individual Achiever reflection. For the personal review, ask Achievers to write down their personal achievements and objectives.

Give general guidance on the sort of thing they might be covering. Achievers can then write up their Young Enterprise Record of Achievement after each review. See also “Record of Achievement” in Chapter 6 of this file. Link Teachers are often invited into review sessions, to support discussions or to hear a summary presentation of the company’s progress and plans. They may also have suggestions about how the Achievers can use the evidence gathered in reviews towards accreditation.



### **Half Year Board Meeting (BA)**

This board meeting offers the opportunity for Achievers to change roles. It also provides an opportunity to complete part of their Record of Achievement forms. This meeting is usually held in January, to deal with the election or re-election of Function Directors.

#### **To this end, two special agenda items will be required:**

- the resignation of all Function Directors;
- the election of new Function Directors.

All Achievers, including the retiring Function Directors will be eligible for election to the various positions. At this meeting it would be helpful to obtain some indication as to the future commitments of Achievers, so that thought can be given to the efficient winding up of the company without disruption to either academic or company matters. Remind Achievers that they need to start winding up the company six to eight weeks before liquidation.



## **Stage 4. Sales Christmas Markets and Trade Fairs**

### **Sales (BA)**

Before selling begins support Achievers in the preparation of a sales campaign. To this end decisions have to be made regarding the type of customers to target, when, where and how to approach them, what is to be sold and the projected value of those sales. For this they need to estimate how many sales they will make and how much those sales are worth.

#### **Achievers should consider successful marketing techniques for service by:**

- having a friendly and enthusiastic manner;
- listening to customers;
- being knowledgeable about their product or service;
- demonstrating how their product or service will help customers;
- closing the sale effectively (gaining a commitment from potential customers).

A pleasing personality and a positive attitude are very good attributes for Achievers to have when selling.

### **Trade Fairs and Other Outside Events (BA and LT)**

During the year the Area Board organises at least one Trade Fair and there are also larger Regional, National and even European Trade Fairs. Some Area Boards organise training sessions on aspects of running a company. All these activities allow Achievers to meet other Achievers from different companies and in the case of Trade Fairs, sell their products. The practical details of organising trips often fall on the Link Teacher and you should familiarise yourself with the necessary permissions and procedures in good time, as these can be quite cumbersome and lengthy.



## **Stage 5. Ending the Year**

### **The Company Competition (BA and LT)**

All Achievers who have managed to run their company for an entire year deserve to be recognised for that substantial achievement. The company competition offers such an opportunity. Therefore all Achievers are encouraged to enter. Winning is a wonderful reward but the competition is more about participation and sharing the experience with others.

The judges will be looking for an innovative approach to the running of the company. Innovation is not just about the product/service but about the way in which the company did things. Past winners haven't always been the most profitable Companies, but have been those best able to communicate their understanding of the process and their enthusiasm for it. Companies entering the competition are not judged solely on profits, but on how well they have grasped the principles of business and what they have personally experienced. So technically to even a company that registered a loss could go on to win the competition. Make sure your Achievers are aware of the competition early on in the programme. This will not only help them work towards the deadlines but record information that will provide evidence for the Competition.

The competition is the chance for you and your company to win the trip of a lifetime attending the prestigious HSBC Young Enterprise Innovation Awards UK Finals in London. From there you could go on to compete in the Junior Achievement/Young Enterprise Europe Company of the Year Competition held in a different European country each year. The Young Enterprise UK Company Competition operates on four levels, Local, Regional, National and European. The competition criteria document is issued annually in the "Welcome Pack" following company registration and contains more detailed guidance.

### **Local - Young Enterprise Company Competition**

Area and Strategic Boards manage their own competition process. Ensure you obtain details of the local competition process and dates.

### **Regional - Regional Finals of the HSBC Young Enterprise Innovation Awards**

Winning companies from Strategic Boards are entered as candidates to the Regional Finals. Entrants are expected to submit reports, promote their company at a display stand and give a business presentation. The winner from each Region goes through to the National Finals.



### **National - UK Finals of the HSBC Young Enterprise Innovation Awards**

This is the most prestigious event in the Young Enterprise calendar. Held in London, it is a marvellous experience for Achievers, Advisers and Link Teachers alike. The top prizes are £1,000, £750 and £500. The winning company goes through to compete in the European Finals.

### **European - Young Enterprise Europe Company of the Year Competition**

The venue rotates between the member countries of Junior Achievement/Young Enterprise Europe. Winning the top European Award is an exceptional achievement. More information on the national competition and awards is found in the competition theme on the Company Programme website.

### **Winding Up the Company (BA and LT)**

Winding up a Young Enterprise company takes much longer than you might imagine. In January dates should be agreed for the final accounts, AGM and target dates for liquidation. Look at the Outline of the Year (Appendix 1) to consider other activities such as examinations, holidays, school trips etc. For more detail of all of the stages refer to the guidance on the Company Programme website. Due to the nature and extent of this process, your input in controlling and checking will be invaluable to its success. The winding up process must be completed by 31st July at the latest. Insurance Cover ends at this date.

### **Liquidation and Money**

In order that Achievers experience the entire life of a company each company must be liquidated at the latest by 31 July when the insurance cover ceases. In practice most Companies cease trading after Easter as it takes some time after this to chase up all debts to the company, discharge all liabilities, turn all the assets into cash and close the bank account. Shareholders are repaid along with any dividend the company is able to declare. If the company cannot repay some of its original share capital when it goes into liquidation the share capital is deemed to have been a donation to an educational charity - Young Enterprise - in the form of the Achievers' company.

Link Teachers do not need to feel anxious that their institution could become responsible for debts. The company accounts are prepared with provision for YE Corporation Tax and any outstanding YE VAT. These taxes are levied to add to the realism of the enterprise and to provide income to allow Young Enterprise to run the scheme. In reality, the tax payments are donations to charity since Young Enterprise is itself a charity.



## **The Company Report**

This is the report to the shareholders and is also the first stage of the competition. It has to satisfy certain criteria; which are very strictly applied. The report has to demonstrate the lessons learned during the year and what would have been done differently with the benefit of hindsight. The report must also give a realistic assessment of the future of the company, as though it had one. Guidelines are given to Achievers annually.

The Area Board must receive the report by a closing date, which is usually in March / April. It is not necessary for the company to have gone into liquidation by this date but in practice it is often convenient to combine the two processes. The Achievers must write the report themselves in a very short period of time usually before the Easter holidays. The Achievers are likely to need a lot of help at this time and the Advisers are usually only available once a week. Link Teachers invariably assist much more at this stage and may involve colleagues such as the English staff. It is important however, not to write the report for the Achievers!

## **The Shareholders' Meeting (AGM)**

A Shareholders' meeting should be held in school/college or business venue in addition to the Area Board Presentation event. The Achievers can mount a display and give an oral report of the year's activities. This is useful as a rehearsal for the presentation that the Achievers have to give as part of the Area Board's judging of companies. The Achievers are responsible for organising these meetings but your help will probably be needed behind the scenes. Achievers, also, usually require assistance from the Advisers and Link Teachers in preparing their presentation.

## **Final Company Meeting**

A final company meeting is normally arranged at the end of the year to complete all the required procedures; ensure that all taxes and debts have been paid and that the Bank Account has been closed. The winding up process, including closing down your bank account and any web sites must be complete by the 31st July following the date of registration at the latest. Insurance cover ends at this date. This meeting is also a good opportunity to thank and congratulate everyone involved.



## Chapter 7

### Recording Achievement and Accreditation

All Achievers learn something from their experiences of running a Young Enterprise company whichever roles they play. Unfortunately many only realise this afterwards and can miss out on the chance to build up their skills. Most of their learning through the Company Programme is experiential and skills based. Careful use of debriefing and evaluative techniques is needed to take the Achievers through their experience to draw out and recognise learning and achievement. It is important that the reviews identify personal learning that has occurred during the life of the company and set targets for future learning. Achievers should be encouraged to collect any documentation as evidence of activities in which they have been involved and of their development. They can use their Young Enterprise evidence to support a whole range of qualifications and career plans.

#### Suggested Timetable

A suggested guideline timetable for these review processes is set out below:

**October (or around week 4)** - Advisers lead a session to set company and personal objectives. At the end of this session the Achievers should invite the Link Teacher to a short presentation of the objectives.

**January** - Advisers lead a session to review outcomes against original company objectives and personal objectives. This session is also to set objectives for the next period. As before Link Teachers should be invited to hear how the company and the Achievers are doing.

**March/April** - Advisers lead another review session as described above. This session will include the review of the Case Study for Unit 2 of the qualification.

**Before 31st July** - Final review session after liquidation and summative Records of Achievement completed. Link Teachers should facilitate the personal self-assessment and review processes and make sure that the Achievers keep records of their progress during the life of the company to assist with completion of their final Record of Achievement (the various forms and more information is found on the company programme website).

At the end of the year Advisers are asked to endorse each Achiever's Young Enterprise Company Programme Record of Achievement and sign the document as a true record of the Achiever's experience. This can then become an important part of the Achiever's Progress File or other record of achievement. Record of Achievement forms are found in the "Forms and Downloads" section of the website guidance.



## The Young Enterprise Certificates in Enterprise

Achievers participating in the Company Programme can choose to take one of the following qualifications:

### **OCR Level 1 Certificate in Enterprise (Young Enterprise)**

### **OCR Level 2 Certificate in Enterprise (Young Enterprise)**

Both these qualifications have been accredited by QCA and are part of the National Qualifications Framework. Each qualification consists of two units. **Unit 1** is an assignment that Achievers can take at any time during the year. The assignment requires the Achiever to demonstrate their knowledge and understanding of their role in a Young Enterprise company. The assignment is assessed by teacher(s) within the centre and forwarded on to an OCR-appointed Examiner/moderator for standards moderation.

Achievers will be awarded either Pass or Fail in this unit.

**Unit 2** is an examination that takes place in the Spring. The examination tests the candidate's broader knowledge of the Young Enterprise company and the relationship between the company and the wider world of business. Achievers will be awarded either a Distinction, Credit, Pass or Fail in this unit. Certification for the full award at both levels is graded Pass or Fail. Achievers may take a single unit of either qualification and still, if successful, receive certification for that unit. The majority of work towards these qualifications occurs as a natural part of the delivery of the Young Enterprise Company Programme.

OCR has produced scheme handbooks containing syllabus details for both qualifications. OCR has also produced sample assessment materials in order for centres to introduce the qualifications to candidates. For further information, please contact OCR's Customer Information Bureau on 02476 851509. Alternatively, view and download the syllabi and sample assessment material by visiting OCR's website on [www.ocr.org.uk](http://www.ocr.org.uk).

Please note that Young Enterprise **does not** administer this qualification and all enquiries should be directed to OCR.

There are alternative qualifications available to Company Programme Achievers in Scotland. See [www.yes.org.uk](http://www.yes.org.uk) for more information.

## **Other Qualifications**

Achievers' Company Programme experience can be used to support a wide range of qualifications including:

- GCSE;
- A-Level (or Higher Grades);
- BTEC;
- NVQ (or SVQ);
- GNVQ;
- Diplomas (across a range of sectors);



- Project / Extended Project.

The programme can also be used to support schemes such as ASDAN, the Duke of Edinburgh Award, Youth Award Scheme and Modern Apprenticeships. Case studies and mapping documents can be found on the Young Enterprise website.

### **University Entrance**

Taking part in company programme can be of significant benefit to Achievers applying to universities, who can refer to the programme and qualification in their personal statement. If the school/college has (or is considering) the ASDAN Universities Award it is worth pointing out that the Young Enterprise Company Programme specifically named within its guidelines and can provide 1/3 of the requirements for the Award. The Universities Award receives increasing recognition from UCAS and Universities (currently recognised by over 140 institutions of HE). An increasing number of universities are offering points for the Universities Award.

In addition Company Programme is specifically named in the ASDAN CoPE level 3 qualifications and can provide evidence towards its requirements. This portfolio-assessed qualification is recognised by Higher Education Institutions and UCAS has allocated it 70 UCAS points. For more information see [www.asdan.org.uk](http://www.asdan.org.uk).



## Chapter 8

### Preparing for Next Year

#### For the Business Adviser

##### Achiever Recruitment

When the company has been liquidated and all business concluded encourage the Achievers to develop a plan to sell Young Enterprise to other pupils in the school, especially those who will be eligible to form next year's company.

##### **Please encourage the Achievers to:**

- devise and implement a Marketing Plan to sell the Young Enterprise Company Programme in their School/College (and, if practical, to other schools in the area who are not currently involved);
- consider the benefits of Young Enterprise, a publicity plan, ease of implementation, who will be responsible etc. The final plan should have the support of the Link Teacher. Ideally someone should be identified to ensure it will be implemented.

##### **What About You?**

Consider your involvement for next year. You are now an experienced Adviser and an important asset to Young Enterprise and your local community. Also consider how you could encourage your colleagues to become Advisers. Please also consider the opportunities for Continuous Professional Development (CPD) through your involvement with the Young Enterprise Company Programme. Further information is available from the volunteering section of the Young Enterprise website at [www.young-enterprise.org](http://www.young-enterprise.org) Finally, thank you for your input and support this year and hopefully for your continued involvement next year.



## **For the Link Teacher**

### **Achiever Recruitment**

Recruitment should take place as early as possible in June or August. Some Area Boards have well established procedures for recruiting Achievers so you should consult with your Board first. A recruitment programme that has been shown to work well is outlined next.

In order to create a recruitment poster you may wish to print out the Young Enterprise poster pdf file (found in the Marketing Function of the website guidance) and write the appropriate information for your school on it. Before your current Young Enterprise company disbands (if you have one), encourage members to plan an innovative recruitment campaign aimed at your next year's Achievers.

In May/June introduce Young Enterprise to the year group that will be involved. Give each Achiever an information letter, which they can use to discuss the scheme with their parents, if they want to. (A Word document of a sample letter is accessible through the resources section of the Link Teacher/Business Adviser function guidance on the company programme website). Ask them to think about it over the summer holiday and give them the date of another meeting to be held at the beginning of the autumn term. Make sure they understand that they must attend the meeting in August/September if they wish to take part.

Organise various people to talk to the interested Achievers at the September meeting. These could include someone from the Young Enterprise Area Board, an Adviser and a Achiever from the previous YE group. If your school/college is just starting the Company Programme, it is a good idea to invite some Achievers from another school/college. At this point collect the names of Achievers who want to join the Company Programme and organise the first meeting with the Advisers. You will need to modify the suggested programme described to suit your school/college.



## **Appendix 1**

### **Outline of the Year**

#### **Typical Outline of the Year**

1. Getting Started
2. Planning
3. Up and Running
4. Sales and Trade Fairs
5. Ending the Year

#### **Who else is involved?**

Make sure the school/college is registered as a Young Enterprise Centre.

Agree organisation of Young Enterprise with Senior Management Start publicity and recruitment of Achievers in school/college Co-ordinate with Young Enterprise on recruitment of Achievers, Advisers and Link Teacher to attend local Young Enterprise induction briefing and training either now or in August.

#### **Briefing meeting with Adviser**

##### **First Company Meeting**

1. Introductions
2. Adviser's Role
3. Explain how the Company Programme operates
4. Explain the Company Programme Kit and website
5. Explain how a company operates
6. Decide company name
7. Roles and responsibilities of Function Directors
8. Future meetings

Register the company online with Young Enterprise. Hand out usernames and passwords to Achievers (and BA). Familiarise yourself with the website Company Programme Kit arrives (up to 10 working days after registration. Print off Memorandum and Articles online.



## **Second Company Meeting**

1. Apologies for non-attendance
  2. Election of Directors
  3. Go through the Company Programme Kit
  4. Talk through the Company Programme Website
  5. Decide on permissions for the website
  6. Begin discussion of potential products or services
  7. Complete Memorandum and Articles of Association
  8. Discuss Business Plan
  9. Agree to open a bank account
  10. Any outstanding business including key dates for Achievers' calendar
  11. Date of next meeting
  12. Brief Managing Director for next meeting
- 
1. Update who the Managing Director is online
  2. Enter permissions settings online
  3. Go over Finance procedures and online accounts with Finance Director
  4. Open Bank account



## **Previous Year**

### **Getting Started (August/September)**

#### **Third Company Meeting**

1. Apologies for non-attendance
2. Agree on product or service (or plan next steps towards agreement)
3. Consider Health and Safety issues
4. Agree how capital will be raised
5. Discuss drawing up Business plan
6. Draw up a Mission Statement and Self Assessment Objectives
7. Discuss drawing up Operations Plan
8. Any outstanding business
9. Date of next meeting

1. Draw up Business Plan and production Plan
2. Pay Registration Fee (due 30 days after registration)
3. Weekly Meetings (mostly based on carrying out company activity)
4. Monthly Meetings (Company Review and Personal Reviews)
5. Half Year Meeting (normally January)
6. Sales
7. Trade Fairs
8. Working towards final accounts
9. Winding up company meeting
10. Young Enterprise Company Report and Final Accounts
11. AGM
12. Final Liquidation company meeting
13. Final Self-assessment review and completion of RoA

#### **2. Planning (October)**

#### **3. Up and Running (October Onwards)**

#### **4. Sales and Trade Fairs (October Onwards)**

#### **5. Ending the Year (May Onwards)**



## **Appendix 2**

### **Company Programme Key Skills / Experience Profile**

Listed below is a range of key skills, which can be acquired through the Company Programme.

#### **Team Working**

- Take part in identifying and agreeing to the team's objectives.
- Agree on each team member's tasks and report on own tasks.
- Work effectively with others and support them to reach goals.
- Plan to use own and colleague's time effectively.

#### **Problem Solving**

- Identify and analyse problems.
- Choose solutions and implement procedures appropriately.

#### **Communication**

- Take an active part in meetings and discussions.
- Negotiate with others effectively to agree objectives and procedures.
- Interact successfully with customers and colleagues.
- Produce clear and concise written work using ICT as appropriate.
- Make presentations using appropriate techniques and ICT.

#### **Marketing**

- Create and carry out a market research plan.
- Identify customer target groups and develop the "marketing mix".
- Choose appropriate strategies to sell and distribute to target groups.
- Maintain good public relations with suppliers and customers.

#### **Operations**

- Define resource, quality, legal and Health & Safety requirements.
- Set up procedures to meet targets.
- Develop evaluation systems.
- Maintain systems to meet quality standards.
- Evaluate environmental impact.



## **Finance**

- Identify financial resource needs and fund these from various sources.
- Use budgetary information and justify expenditure on projects.
- Record financial information using IT as appropriate.
- Select strategies to improve financial performance.
- Carry out an audit.

## **Personnel and Training**

- Understand personnel requirements and set up system to meet them.
- Identify training.
- Seek and make use of feedback to improve performance and motivation.
- Use self-assessment procedures and review personal objectives.
- Develop a personal Record of Achievement.



## Appendix 3

### Company Programme and the Curriculum

The Company Programme has obvious links with curriculum areas such as Business Studies and Economics but because of the diversity of functions performed in running a Young Enterprise company and the range of products and services Achievers can choose, there are links with many other areas of the curriculum including:

- Work Related Learning;
- Enterprise;
- PSHE: Economic Wellbeing and Financial Capability;
- Careers Education;
- Functional Skills;
- Personal Learning and Thinking Skills (PLTS);
- Key Skills;
- English;
- Mathematics;
- ICT;
- Citizenship;
- Foreign Languages;
- Geography;
- Science;
- Drama;
- Art and Design;
- Design and Technology.

Curriculum mapping documents can be found on the Young Enterprise website. NOTE- If the Young Enterprise Company Programme is being run as part of the curriculum there will be a difference in emphasis. The Link Teacher will have to be more alert to time scales and brief the Advisers about the curriculum links. If formal accreditation is required for either the main Key Skill qualifications in Communication, Application of Number and Information Technology or the wider Key Skill Awards of Working with Others, Problem Solving and Improving Own Learning and Performance via the Company Programme contact ASDAN for further details.



## Appendix 4

### The Volunteer Code of Conduct

It is important that both Achievers and volunteers can participate in Young Enterprise activities in a safe and secure environment. This Code of Conduct has been developed for the protection of both Achievers and volunteers. To this end, Young Enterprise expects all its Staff and volunteers to abide by this Code of Conduct.

#### Each volunteer:

- will abide by the Guiding Principles and Programme rules of Young Enterprise in all activities as a Young Enterprise volunteer;
- will inform Young Enterprise of any relevant police record or other factor, or any change in his/her circumstances, which may make him/her unsuitable either as a Young Enterprise volunteer or for any particular Young Enterprise activity;
- recognises that the role of a Young Enterprise volunteer places him/her in a position of trust with regard to all the Achievers participating in Young Enterprise programmes, the Young Enterprise organisation, and to colleagues in the volunteer and staff network, and undertakes to uphold that trust at all times;
- undertakes to maintain, within the organisation's procedures, the confidentiality of any information relating to other volunteers, supporters, Achievers or staff members made available to him/her in the course of the role as a Young Enterprise volunteer;
- will not knowingly place him/herself in a situation where the volunteer is alone with any Achiever and will endeavour to ensure that there are several Achievers and where possible another adult in attendance at any meetings;
- will not offer individual Achievers a lift in a car (although groups may be transported where there is suitable insurance cover in place);
- will not use Young Enterprise to bring financial advantage to him/herself or his/her business e.g. by directly selling his/her own company's products or services;
- will ensure that any Young Enterprise activities where Young Enterprise Achievers will be acting outside the normal activities of the school system (e.g. Trade Fairs, Skills Training Workshops etc.) are agreed and approved by the Link Teacher/Lecturer in advance;
- will not behave in any way, physically or verbally that could be offensive to a Achiever;
- to remember at all times those interactions between him/her and Achievers must be such that no reasonable person observing that interaction could construe its nature as abusive.

**Please understand that by volunteering to participate in Young Enterprise you are agreeing to abide by this Code of Conduct.**