

Fife Culture of Enterprise Framework – Action Plan 2018 - 2020

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Pamela Stevenson, Lead Officer, Enterprise and Business Development

Sandra Robb, CoE Co-Ordinator

Fife Council, Economic Development

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1. Introduction

The Scottish Government continues to emphasise that increasing sustainable economic growth should be the main purpose of all public agencies in Scotland. Enterprise is crucial to achieving this vision. Future economic success will depend on our ability to develop a culture that both encourages and values enterprise, and that provides a supportive environment for entrepreneurial activities. This will mean co-ordinated action across many areas from education, through encouraging business start-up, to building long-term sustainable businesses with enterprising employees.

Importantly, enterprise and entrepreneurship are not the same. While more enterprising people would be expected to lead to increased levels of entrepreneurship, enterprising attitudes, skills and behaviours are relevant to the employed and self-employed alike, and across all areas of economic and social activity. As a result, this plan is driven both by the need to ensure that Fife's people have the opportunities to develop more positive attitudes to enterprise and more enterprising behaviours, as well as the requirement to improve performance on entrepreneurship and business success.

Led by Fife Council Economic Development, the **Fife Culture of Enterprise Framework for Action** provides a blueprint for creating a vibrant enterprise culture in Fife. It is intended to initiate a programme of enterprise development that will lay the foundations of long-term change, while also addressing immediate priorities.

The Framework was previously informed by a review of Fife's economic performance, and of the drivers and barriers to enterprise, complemented by consultation with delivery partners and stakeholders across the region. It was then launched by Ministers at in June 2010 and continues to receive widespread support from partners across Fife and pan-Scotland.

The Framework identifies a number of key strategic issues, based on gaps in provision, areas for more efficient and joined up delivery, and underlying cultural and economic challenges. These strategic issues then informed the Priority Areas for Action.

This document extends this work further, and outlines the actions required to deliver the Framework, based around the priorities already identified and agreed by the main partners. It has been developed to be consistent with wider priorities for economic development, as articulated in the Fife Economy Partnership - Economic Strategy 2017 – 2027 as well as dovetailed with the education and employability Developing Young Workforce agenda.

2. A Framework for Action

Vision and Objectives

The overarching vision is to develop a region with:

“a dynamic, innovative and enterprising culture, that values and supports entrepreneurship and ensures that opportunities are available to everyone with the drive to succeed.”

More positive attitudes to enterprise will boost employability, business creation and growth, and will drive organisational success, leading to productivity gains and increased prosperity across Fife. A more enterprising culture in the region will also support improvements in public service delivery and community activity, helping to ensure that more people in Fife can contribute effectively to the economic and social well being of the region.

The vision is supported by three key objectives.



Priority Areas for Action

The Framework for Action is based around three priority areas for action:

- changing attitudes and culture;
- supporting the whole Enterprise Journey; and
- creating an environment that supports growing enterprise.

Changing Attitudes and Culture

A dynamic, innovative and enterprising culture will be built on the attitudes, ambition and capabilities of the people of Fife. In the last few years steps have been taken to progress a generational change. It demands concerted and consistent long term effort from early year's education through to post-school provision, and must be an ethos embedded in education and public service delivery.

The *Curriculum for Excellence and Developing the Young Workforce Career Education Standard (3-18)* provides a strong framework for this to happen. Supported by Fife Council's Educational Strategy there are an explicit set of entitlements for every child and young person in Scotland, including entitlements relating to skills for work and support in moving into positive and sustained destinations beyond school. All of these provide a supportive framework for ensuring that enterprise skills are embedded in mainstream educational provision. This is the single biggest opportunity to promote generational change and to develop a truly enterprising culture in Fife.

Changing Culture and Attitudes - Priority areas:

- embed enterprise learning in mainstream educational provision creating opportunities for continual enterprise education for teachers as well as young people.
- harness and exploit the knowledge hub created in GLOW and maintain a dedicated COE page
- programme of business and contextualised awareness
- raising to build interest and commitment to enterprise
- strive to create consistent positive cultural and enterprise message through all Council and partner services
- engage enterprises in our annual Fife Business Week
- embedding social enterprise education in schools – working in partnership with Social Enterprise Academy

Supporting the Enterprise Journey

It is crucial that support for enterprise is comprehensive and seamless, and that appropriate provision is available at **all stages** of the Enterprise Journey. This starts with pre-school and school provision covered under the first priority but extends beyond compulsory education into further and higher education provision and across the full range of partners involved in careers development, employability services and business support.

Supporting the Enterprise Journey - Priority areas:

- embedding the Enterprise Hub as a vehicle for delivering the Enterprise Journey
- more emergent advice and support for those at the very early stages of thinking of starting up
- a more focused and tailored service for higher value start-ups through the Enterprise Hub
- build on growth of tertiary education to kick-start entrepreneurial performance, by developing specific enterprise support to connect graduate entrepreneurs to sources of ideas and finance
- support the opportunity in social enterprise with dedicated advisers and sources of support
- encourage entrepreneurship in high growth areas
- support for early stage growth through focused aftercare delivered through the Enterprise Hub with Business Gateway
- better linkages between enterprise support services to prevent disjointed and fragmented support
- work to ensure wider accessibility to Business Gateway offices and services
- good awareness and signposting between partners to ensure a 'one-stop shop' across enterprise services

Creating an Environment that Supports Enterprise

The Culture of Enterprise Framework for Action should address gaps and build on the strengths, to ensure the environment is truly supportive for enterprise. This goes beyond the provision of physical resources, but also addresses skills issues and the need for better co-ordination and stronger partnership.

Creating a Supportive Environment - Priority areas:

- integrated skills plan to underpin the whole Enterprise Journey through Opportunities Fife and Developing Young Workforce
- differentiate and promote Fife's additional benefits alongside city region opportunity
- investment for growth property portfolio and transport and connectivity improvements
- build supporting environment through signposting, access to finance and access to knowledge

3. Achieving the Vision

No single organisation can deliver this vision alone. Delivery will require effective partnership working, and this is a key principle underpinning the Framework for Action.

The Culture of Enterprise Framework for Action requires full alignment of all public sector support, such that a smooth Enterprise Journey is mapped out for individuals and companies in Fife. This encompasses not just those directly involved with Economic Development, but also Employability Services, Education & Children's Services Directorate and Community Partnerships.

Private sector individuals, industry groups, academic and research organisations also have a major part to play, including the Fife Economy Partnership. In a true education and business partnership approach, other key players will be better placed and equipped to deliver aspects of the strategy and should be encouraged and supported to do so.

4. Action Plan

The Action Plan is based around the three priority themes identified in the Culture of Enterprise Framework, and brings together existing and new activities within a coherent structure. The Fife Economic Strategy for 2017-2027 includes the Culture of Enterprise priorities as its cross-cutting themes, demonstrating the interconnectedness of all of these frameworks. The Fife Economy Partnership will carry overall responsibility for ensuring co-ordinated delivery, monitoring the progress of the Action Plan and assessing its impacts.

It is also the intention that delivery will be mediated through existing enterprise and employability networks and partnership groups. In particular, the following existing groups will each have a key role:

CoE Enterprise and Education: school clusters representatives along with Fife Council Education & Children's Services, Economic Development and Employability Services, responsible for delivering enterprise and employability elements of Curriculum for Excellence, Developing the Young Workforce and, previously the *Fife Council Determined to Succeed Action (2008-2011)*

- Working with school clusters to seek to implement and enhance enterprise and employability opportunities within schools through consultation and engagement with business and industry leaders throughout Fife. It strives to improve the achievement and attainment for young people. It supports teachers and educators through their ongoing continual professional development in enterprise.

Fife Economy Partnership Delivery Groups: Fife Economy Partnership (FEP) is a private sector led partnership established in 2008 who are responsible for overseeing the development and delivery of Fife's Economic Strategy.

The remit of the Fife Economy Partnership Delivery Groups is to drive activity on behalf of FEP. Each delivery group will be chaired by a private sector business leader and member of FEP and facilitated by one of the key partner public sector agencies/ partners.

The Fife Economy Partnership Delivery Groups are focused on 4 key areas:

- Achieving Inclusive Growth (Inclusion)
- Increasing Investment (Investment)
- Increasing Sales and Exports (Internationalisation)
- Fostering a culture of innovation (Innovation)

Opportunities Fife: Opportunities Fife Strategic Group (OFSG) (including representatives from Fife College, Skills Development Scotland, Fife Council's Local and Community Services, NHS Fife, Job Centre Plus and Fife Voluntary Action). In particular, their education sub group **Developing the Young Workforce**.

- Opportunities Fife is the partnership responsible for driving forward the employability and skills agenda within Fife's Community Planning structures. They are closely aligned to Scotland's Youth Employment strategy, Developing the Young Workforce. This is a key priority for Fife Partnership as it is recognised that meaningful and effective employability measures are essential for our economic recovery and will help tackle related issues of poverty, health, crime and income inequality. The Strategy enables the people of Fife to reach their full employment potential and contribute to a thriving Fife economy. Since the inception of the Culture of Enterprise Framework a lot of work has been done to establish it in both primary and secondary schools. It is appreciated that an increasingly large focus during secondary education is on improving employability skills in Fife's young people and as a result more time is being allocated to employability activities during this senior phase.

There are many organisations delivering programmes in the Enterprise & Employability arena with secondary schools and since time on non-core activities is limited the focus for the Culture of Enterprise Framework remains on primary schools and the transition phase to secondary school.

This focus allows effective use of resources to build a platform of activities enabling further growth in enterprise and employability during secondary education. There is more flexibility for delivery of programmes in primary schools.

Although the focus of the Framework will be on primary school activity, relevant programmes will continue to be delivered in secondary school where a need is identified or a specific request made and it supports Fife Council's Education Strategy.

5. Coordination and Delivery

The main vehicle for co-ordinating the effective delivery of the Culture of Enterprise Framework – Action Plan will be the Fife Economy Partnership via Economic Development. Delivery of the individual projects will be the responsibility of the Fife Economy Partnership Delivery Groups and the identified lead partners, working in partnership with other agencies as detailed in the Plan.

Progress will be reported back to the Fife Economy Partnership on a six-monthly basis which will provide the partners with an opportunity to assess its impact.

Priority 1: Changing Culture and Attitudes

Addressing the cultural barriers to enterprise is a critical objective, and requires focussed effort across the education system and beyond. Education and learning in its broadest sense has a fundamental role to play in developing a culture of enterprise. The links between educational attainment and entrepreneurship are well established and long-term attitudinal change will only come through consistent focus on enterprise throughout the education system and beyond.

| Objective | Action | Partners | Target | Timescale | Target Audience | Progress |
|---|---|--|--|-----------|-----------------|--|
| Embedding enterprise and employability in mainstream education | Build in existing provision to ensure that children and young people have opportunities to learn in a range of work related contexts | Economic Development/ Education Local employers / Education | Extend & grow STEAM programme across Fife, creating 'Engineering in Fife', which includes a CPD programme for teachers focused on key STEAM areas and a showcase of STEAM activity in Fife | 2018 | Primary 1 - 7 | Strategic relationship formed with Scotland's Schools Research Education Centre (SSERC), and work progressing to develop a challenging progressive programme 'Engineering in Fife'. Funding received from Primary Science Teaching Trust (PSTT) to extend the 'Mentor Programme' across Fife. Dedicated Primary Science Development Officer employed through the RAISE programme to drive focus on STEAM at primary school level |
| | Ensure that experiential entrepreneurial learning is embedded in the school curriculum Fife School's Enterprise Game | Economic Development Local employers Partners | Embed the Enterprise Game in primary schools, building the Framework around the Game. Ongoing support & training to teachers through DYW | 2018 | Primary 5 - 7 | Profile continues to be raised on existing formats of Enterprise Game. Digital format of Enterprise Game created and launched. DYW Twilight sessions held throughout 2017 to support teacher's skill development in Enterprise. |

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| | | | Twilight sessions | | | |
| | Ensure that FE and HE provision prioritises enterprise and employability learning within mainstream course delivery | Fife Economy Partnership Delivery Group | | Ongoing | 16+ | Through FEP Delivery Groups delivering Entrepreneurial Programmes /Business Planning and Dragons Den Initiatives. Ongoing discussion with Fife College Commercial Team. |
| | Establish a programme of activities designed to deliver positive enterprise and employability messages in schools. | Economic Development Local Employers | Create a two year plan of enterprise activities with commitment from Education | 2018 | All | Supported delivery of various school led career events. |
| Embed 4 to Fortune to create a social impact programme leading to the introduction of Social Enterprise Academy to build sustainable school social enterprise | | | 2018 | P1 – S2 | 4 to Fortune - Relaunched through Twilight sessions, supported by workshops from partners Social Enterprise Academy. Ongoing development of programme and promoting it wider across Fife. | |
| Create an Engineering in Fife programme to extend and grow STEAM knowledge across Fife | | | 2018 | P1-7 | Raytheon Quadcopter –engineering programme for S3 pupils with local business Raytheon held for 2 nd year. | |
| Embed Finance Week to support embedding Money & Finance into the curriculum | | | 2018 | | Finance Week launch during Fife Business Week to develop money and finance pathways in schools | |
| | | | Created revised Tycoon Teens, | 2018 | S5 – S6 | Tycoon Teens programme rewritten and developer found for creating it in a digital |

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| | | | Inspiring Fife programme | | | format. |
| | Deliver local media campaign to promote the benefits of enterprise and employability through press, radio and social media using case studies and stories of well-known local entrepreneurs (Fife Business Matters / Social Media / Twitter / Create in Fife / Glow / Press etc.) | Economic Development Opps Fife Partnership Fife Business Matters Business Gateway Fife Local Partnerships | Ensure all media channels are used to promote upcoming & post school enterprise activity | Ongoing | All | Media coverage on all Ec Dev school enterprise activity through a variety of channels. Recognised this can be exploited further. |
| Promote enterprise to all Fife citizens | Delivery of a Fife Business Week bringing together <i>existing and planned</i> events and activities within a single week to achieve higher public profile. | Economic Development | School focused activity to be developed as part of FBW for 2018. | Annually 2018 | | Finance Week launched during FBW in 2017, developing and embedding money and finance educational pathway |
| Promote enterprise to all Fife citizens Targeting attitudinal barriers to enterprise | Continue to deliver 'Be Your Own Boss' activities to promote enterprise and self-employment in regeneration areas and across Job Centres Plus in Fife. | Economic Development /Business Gateway Fife | | Ongoing | | Improved engagement with Community Advisers to refer pipeline of entrepreneurial support Ongoing development and delivery of Be Your Own Boss Campaign |

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| Targeting attitudinal barriers to enterprise Work with Employers throughout Fife | Support Education and Developing the Young Workforce in establishing enterprise links within schools in Fife & build partnerships with those who have not had the opportunity to work with schools. | Economic Development Education | Continue to monitor and extend centrally led relationships. | 2018 | All | New opportunities created in 2017 through: Raytheon Quadcopter, , 4toFortune, Finance Week |
| | Support & develop the Entrepreneurial Scotland Fife Network through the Enterprise Hub | Economic Development Entrepreneuria I Scotland | Deliver the Leadership Programme / Entrepreneurial Masterclasses | 2018 /2019 | | Ongoing development of ES Fife Forum and access for peer to peer networking for entrepreneurial individuals |

Priority 2: Supporting the Whole Enterprise Journey

The Enterprise Journey concept is a way of thinking about the journey that maps the progress of individuals and businesses through the different stages of business formation and growth. It is crucial that support for enterprise is comprehensive and seamless across Fife, and that appropriate provision is available at **all stages** of the Enterprise Journey, particularly around the key transition points. Analysis shows that there are some notable gaps in current provision, and there are opportunities not only to do more, but to ensure that all services are better connected and appropriately targeted. This requires strong partnership working and effective communications and referrals across the support network and to potential beneficiaries.

| Objective | Action | Partners | Target | Timescale | Target Audience | Progress |
|--|--|---|--|-----------|-----------------|---|
| Strengthen support at the emergent phase | Deliver Business Gateway pre-start campaigning to encourage more start-ups | Business Gateway Fife | Deliver targeted campaigns to support female and entrepreneurs over 50 | ongoing | | Improved quarterly local media in place – links with BG Enterprise Development Activity |
| | Dovetail business development advice and support with college enterprise centres and BG Fife Services | Fife Economy Partnership Delivery Groups | Develop Be Your Own Boss programme of support for College students | ongoing | | Ongoing review of new FEP delivery groups to address improved alignment of business support across Fife |
| Encourage the development of social enterprise | Embed access to business development support for social enterprises more effectively across Fife aligning to Business Gateway Fife operations | Economic Development BRAG Enterprises Business Gateway Fife Voluntary Action | Linked to Social Enterprise Development Operational Action Plan | Ongoing | | Revisit offerings in line with potential council budget impact on community opportunities |
| Encourage sole trader and micro business growth | Potential to step change sole traders and micro businesses to progress from home working | Economic Development | Enterprise Hub delivery | Ongoing | | Link with RBS, ES, Business Gateway and other networks |

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| <p>Improve links and co-ordination across support providers</p> | <p>Work with all Community Partners to ensure that the principles of the Culture of Enterprise & Social Enterprise Action Plans are embedded in local activities</p> | <p>Economic Development Local Partnerships Fife Community Services</p> | | <p>Ongoing</p> | | <p>Continued cross service referral. Now incorporated as cross-cutting theme in Fife Economic Strategy 2017 – 27.</p> |
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Priority 3: Creating an Environment that Supports Enterprise

As well as addressing gaps in service provision, the Culture of Enterprise Action Plan will on the strengths and assets of the region, and ensure the environment is truly supportive for enterprise within any size or shape of organisation, enabling them to fully exploit their potential. These assets include: skills and talent; physical environment; and other supporting conditions.

| Objective | Action | Partners | Target | Timescale | | Progress |
|--|---|--|---|-----------|--|--|
| Developing enterprising people | Ensure that enterprise and self-employment themes are embedded in enterprise & employability programmes | Economic Development Opportunities Fife | | ongoing | | Skills Development Scotland introduced in supporting career choices |
| Building a strong physical business environment | Ensure that existing business incubators and property provision for early growth companies is fit for purpose | Economic Development | Enterprise Hub development Support early stage enterprises Support initiatives through Business Improvement Districts | ongoing | | Ongoing review of Council and Commercial portfolio Enterprise Hub, Glenrothes officially opened 1 March 2017 Enterprise Hub concept being created for Kincardine |
| | Continue to promote effective signposting and referral protocols to ensure Fife businesses have clear access to sources of finance and business support. Supported by new Fife Council Business Pages | Economic Development | Improved Training Opportunities | ongoing | | Need to continue to promote BG Fife as a signposting and referral portal to specialist services across Fife |
| Ensure effective signposting and links to finance and knowledge | Develop effective signposting and referral protocol to ensure Fife businesses have clear access to sources of knowledge transfer and R&D both within the region, and within the wider HE sector through the national | Fife Economy Partnerships Delivery Groups (Innovation) | | Ongoing | | Ongoing FEP Delivery Group discussions to promote and stimulate innovation and growth across fife businesses Social Enterprise strategy established. |

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| | Interface project. | | | | | |
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