



FALKIRK COUNCIL : EDUCATION SERVICES

ENTERPRISE IN EDUCATION PLAN

APRIL 2004 - MARCH 2006

CONTENTS

Page No

1.	Introduction.....	1
2.	Background.....	3
3.	Monitoring and Evaluation	4
4.	Response to Recommendations - Action Plan.....	6
5.	Projected Expenditure 2004-06	21

1. INTRODUCTION

1.1 Scope

This plan sets out what we intend to put in place to further strengthen and develop enterprise and enterprising behaviour in our schools. The plan covers the next two financial years, but will be actioned in the school sessions of 2004-05 and 2005-06 in the 48 primary, 8 secondary, 3 day units and 3 special schools across council services, and with the co-operation and assistance of our stakeholders.

1.2 Education Policy

The Enterprise in Education plan will build upon and extend what is already in place through our flagship policy 'Learning to Achieve' which reflects the National Priorities in our local context. This is complemented by the Falkirk Council policy 'Education for Work & Enterprise', adopted 2001, which sets out clear direction and advice to our schools. Enterprise in Education will present further opportunity to learn from and disseminate the existing good practice of enterprise, enterprise development education (including social enterprise) and CPD support. The education business partnerships will also contribute to informing and influencing further policy developments and practice.

1.3 Consultation and Sustainability

This plan has benefited from consultation carried out from December 2003 to March 2004 with all headteachers, Education Services, other council services and elected members. It has also benefited from ongoing dialogue and collaboration with a range of local stakeholders including, importantly, the local business community and economic development agencies. This collaboration will continue throughout implementation of the plan, will shape aspects of its implementation and process including evaluation, and is seen as a key to long-term sustainability.

1.4 Strategic Integration and Vision

Implementation of this Enterprise in Education plan complements major strategic initiatives of Falkirk Council, principally the 'Falkirk Action Plan' regeneration and business development strategy, including the 'My Future's in Falkirk' initiative. This synergy will strengthen and extend significant partnerships - internal and external - relevant to the goals and recommendations set out in 'Determined to Succeed'.

The vision is that through developing and sustaining long-term relationships between schools, stakeholders and the business community of Falkirk we will enable more of our young people to aspire to and achieve a positive outcome and future, particularly those who envisage their future as being a local future. We will also contribute to entrepreneurial development and growth, including expansion of the local business economy. Development of these relationships is expected to benefit all pupils.

We will encourage this vision through:

- **proactive partnering** with the business community and the associated development and support agencies, particularly in encouraging and developing entrepreneurship and understanding of business creation and growth;
- **engaging individual businesses and business people** in contributing directly to the curriculum and in supporting young people in education;
- **improving quality and flow of information** about the local and regional labour markets between business, education, across education and to young people and their parents;
- **further development of vocational education and transition** opportunities including closer links to current employers and their requirements, improved pathways of progress and support into further education, training and employment;
- **countering gender stereotyping** through improved career education, through improved work experience and placement selection, and through support to transition;
- **raising awareness** of self-employment options, including access to local business case studies and contact with local entrepreneurs in schools;
- **seeking recognition of part-time employment** as valuable in terms of skill development and to develop in partnership with employers opportunities for accreditation;
- **investigating and developing** in partnership with our local business community and further education recognition for new school leaver accreditation to improve progression into the local training and labour market;
- **improving leadership development** and training for education managers including encouraging enterprising thinking and action at school level.

1.8 Curriculum Focus and Transition

Our Enterprise in Education plan aims to support development of enterprise education at all levels, including the involvement of business. We will also focus on two transitions:

- the P6/7-S1/2 stage in terms of 5-14 curriculum and potential to integrate enterprise into subject specific teaching up to the end of S2;
- the S3/4 stage and the potential to improve transition to work/training or further education through improved curriculum flexibility and vocational education links, especially developments aiming to counter disaffection and risk of disengagement.

1.9 Career Education

We intend to develop and enhance career education at these stages including improving understanding of the local labour market, private and public, and its requirements, plus developing awareness, knowledge and practical skills in preparing for and accessing employment opportunities. There are specific sectors of the local economy, such as Tourism and Hospitality and Biotechnology, where focused action is indicated. These will be further researched through the audit process. Gender stereotyping remains a serious issue as indicated in recent research and we also intend to address this.

2. BACKGROUND

- 2.1 The Falkirk Council policy 'Learning to Achieve', published in January 2000, is an overarching policy for raising attainment and achievement in our schools. This policy aims to achieve this by '*providing opportunities for young people to develop the skills, abilities and attitudes to enable them to contribute to the economic, social and cultural well-being of our communities*'. 'Learning to Achieve' has provided vision, information and direction, and set the agenda for continuous development and improvement.
- 2.2 The policy sets out "*the expectation that schools should meet the needs of individuals and provide a coherent, balanced and progressive education for everyone with teachers taking a... more pupil-centred view of their role.*"
- 2.3 'Learning to Achieve' recognises that 'attainment' and 'achievement' are not synonymous: attainment is quantifiable and norm-referenced; achievement is qualitative and person-referenced. It states that "*recognising, acknowledging and celebrating achievement is important and is likely to promote further achievement while helping to raise attainment at the same time*". Among a comprehensive range of 'experiential commitments' for every pupil is that of participation in enterprise activity.
- 2.4 We recognise the crucial importance of effective management and leadership in schools. Falkirk Council is a member of the Central Scotland Partnership of five authorities providing programmes of high quality leadership and management for school managers and aspiring managers. The opportunities provided by the Partnership cover Strategic Leadership, School Leadership, Team Leadership, and Project Leadership based on the SEED document 'Continuous Professional Development for Educational Leaders'. This is supplemented by our local CPD programme and our annual 'Learning to Achieve' conference which has a focus on the policy and aims to benchmark local good practice.
- 2.5 Falkirk Council Education Services has already identified the requirement to provide enterprise experiences in the early and upper primary stages and incorporated these in its published Environmental Studies Guidelines 5-14.
- 2.6 Falkirk Council Education Services has also developed 'Consortia' arrangements for secondary schools, based on agreed standardised timetable arrangements which allow for co-ordinated school-to-school and school-to-College links. The college links now include vocational education opportunities in Construction, Care, Sport and Leisure, Engineering, Travel and Tourism, and Hospitality.
- 2.7 The publication of 'Enterprise for Work in Schools' (HMI 2000) tabled specific actions to be taken by schools, authorities and further education. One requirement was to put in place appropriate policies and Falkirk Council adopted an Education for Work and Enterprise policy in May 2000. That policy requires all Falkirk schools to put in place policy, management and differentiated provision for education for work and enterprise, and requires explicit reference in all school development plans to provision for education for work and enterprise.
- 2.8 Other council services have also responded and are developing improved vocational work experience opportunities and improved pathways of entry to trainee positions, including Modern Apprenticeships.

- 2.9 A strategy is being developed for improved transition support, both pre and post-16, in partnership working between Education Services, schools and the council's Employment and Training Unit. A pilot project to assist disengaged pupils is in hand.

3. MONITORING AND EVALUATION

3.1 Falkirk Enterprise in Education Partnership

The Falkirk Enterprise in Education Partnership will be established as an operational group, possibly linked to the Falkirk Business Forum, to oversee delivery of the plan and monitor outcomes. This group will involve the local business community, other stakeholders and senior education staff, in overseeing and monitoring the delivery of the plan. This group will report to the Curriculum Standing Group of Education Services, which has an overview of curriculum policy and practice matters across all sectors.

3.2 Measurable Changes

We will be looking to achieve measurable changes including:

- increased range of enterprise/enterprising activities and events
- increased numbers of pupils participating in enterprise activities
- increased numbers of teachers trained in enterprise delivery
- improved perception by business community of schools
- increased attainment in schools, including increased attainment in core skills
- increased levels of school/business partnerships
- improved pupil understanding of business and entrepreneurship
- improved school leaver destinations
- improved entry to further education courses
- improved curriculum flexibility/alternative provision
- increased numbers of pupils involved in pre-vocational/vocational education
- increased uptake of modern apprenticeships
- reduced gender stereotyping in work experience and career choice
- reduced NEET statistics for Falkirk Council area.

3.3 National Priorities

We recognise that the personal development and social enterprise dimensions - developing enterprising, creative individuals and positive attitudes - will contribute to National Priorities for education and to the benefit of our communities. We will be looking for direct evidence in our schools for such changes, and also other sources of evidence of involvement of young people in active citizenship and community action brought about by enterprising elements and activities introduced into the curriculum, both formal and informal. These will be expected to feature in all School Development plans. These developments and their outcomes will also be expected to feature in and be supported by the multi-agency working now being put into place through the local new community schools development of 'Integrated Learning Communities' (ILCs). Additional resourcing for ILCs is indicated in the devolved spend elements of the projected budget presented in this Enterprise in Education plan.

3.4 Performance Planning

The Enterprise in Education plan will be implemented through our Service Performance Plan including the links to other council services. It will also feature in our formal partnerships at authority and school level with external agencies such as Careers Scotland. At school level specific reference to developments and outcomes arising from implementing this plan will be expected in all School Development Plans. Education for work and enterprise is already an acknowledged priority for all school development plans.

3. RESPONSE TO RECOMMENDATIONS - ACTION PLAN 2004-2006

The information presented here relates each recommendation to existing activity and developments. It also indicates how it will be extended via the support to be available and specifies further developments or activity to be supported.

RECOMMENDATION 1: Every pupil from P1 through to S6 must have an entitlement to enterprise activities on an annual basis and, in addition, pupils in S5 and S6 should have an entitlement to case studies based on local or Scottish businesses.

Current Status	Future Development	Targets/Milestones	Responsibility
Education for Work and Enterprise Policy 2002 states entitlement and provides guidance to schools: most schools have developed own policies.	Detailed audit of enterprise and enterprising activity in primary and secondary schools, including links to Falkirk College, cross-service working, etc.	Completion by October 2004	<ul style="list-style-type: none"> • Enterprise in Education Co-ordinator • ILC staff
Falkirk Council 5-14 Environmental Studies Guidelines provide specific guidance on enterprise activity in P1-3 and P4-7.	Identify any requirements to amend.	Ongoing	<ul style="list-style-type: none"> • Staff Tutor Enterprise • QIO 5-14
100% of Falkirk Council Primary Schools now have staff trained in Enterprise Skills via the SEP programme and local CPD.	Continue SEP type support to CPD and classroom, plus assistance for participation in enterprise and challenge events.	Increase number of schools participating in challenges by 50%	<ul style="list-style-type: none"> • Staff Tutor Enterprise • ILC staff
	Develop local enterprise challenge events including business sector involvement and sponsorship, eg 'Techno-Design Robotics Challenge', from January 2005 onwards.	Develop one new event each year from January 2005 onwards	<ul style="list-style-type: none"> • Co-ordinator • Staff Tutor Enterprise • Business Development Manager • Business sector • Careers Scotland • BP

Current Status	Future Development	Targets/Milestones	Responsibility
'Maintaining the Challenge - P7-S2' audit completed by February 2003. Initial study for curriculum development for enterprise integrated into subject topics 5-14 for S1/2 begun January 2004.	Specific focus of P7-S1 Transition re enterprise skills linked to core skills. Possible involvement of 'Building Bridges' writing project as one element in Enterprise in Education curriculum developments.	Identify opportunities for enterprise in responding to findings. Report to Curriculum Group by June 2004 and implement support to recommend changes August 2004-June 2006	<ul style="list-style-type: none"> • Staff Tutor Enterprise • ILC staff • Commissioned developers
	Improve Career Education 5-14; support to primary schools via Careers Scotland.	TBA	<ul style="list-style-type: none"> • ILC staff • Careers Scotland
A number of primary schools involved in the 'Healthy Eating Tuckshop' enterprise pilot with Forth Valley NHS Trust. 'Food Dudes' healthy eating programmes with Forth Valley HNS Trust in some schools.	Extend the 'Healthy Eating Tuckshops'.	All Falkirk Primary Schools by February 2005.	<ul style="list-style-type: none"> • ILC staff • Forth Valley NHS Trust
Primary 'World of Work Day' format developed at Wallacestone Primary School in partnership with Careers Scotland.	Review/redevelop model by January 2005 for primary 'World of Work' events in each ILC over 2004-06. Evaluate impact and link to emerging partnerships with business.	Complete review by December 2004	<ul style="list-style-type: none"> • Co-ordinator • Staff Tutor Enterprise • ILC staff
All Falkirk secondary schools have use of 'World of Work' (WoW) licensed package of materials for S1/2; involved hospitality industry links (Adopt a Chef, awareness days, etc).	Seek to refocus on individual career plans, links to PLPs, MiiS, local business, etc. Plan to refresh format and/or redesign materials by October 2004.	Evaluate use of WoW by June 2004. Trial new format November 2004-June 2005	<ul style="list-style-type: none"> • Staff Tutor Enterprise

Current Status	Future Development	Targets/Milestones	Responsibility
	Introduce 'Go for Enterprise' in all schools.	Monitor/evaluate delivery by May 2005 of 'Go for Enterprise' in all secondary schools.	<ul style="list-style-type: none"> • Staff Tutor Enterprise • Schools
'Up for Enterprise' distributed to all secondary schools. 50% of schools have received training in use.	Ensure 100% training coverage re use of 'Up for Enterprise' by June 2005.	100% coverage by June 2005.	<ul style="list-style-type: none"> • Staff Tutor Enterprise • Schools
Five secondary schools involved in Young Enterprise.	Link Young Enterprise to Business Forum membership and development of local challenges or award events 2004-06 ongoing.	Target 100% YES participation by session 2004-05 onwards.	<ul style="list-style-type: none"> • Young Enterprise Board • Schools • Advisers
<i>Businessdynamics</i> in six secondary schools.	<i>Businessdynamics</i> courses in all eight secondary schools by October 2004. Support 'Blue Skies' events in 2004-06.	All secondary schools participating by August 2004	<ul style="list-style-type: none"> • Co-ordinator • Schools • Advisers
Additional administrative staffing re consortia links in place.	Finance ILC provision of additional staffing from April 2004-March 2006 (see budget information below).		<ul style="list-style-type: none"> • Central support budget
All secondary schools including Carrongrange to provide S4 work experience via link with Careers Scotland. S5/6 work experience also available.	Review/evaluate conduct and outcomes of S4 work experience. Monitor 2004-05 including operation of online system with Careers Scotland.	Review/evaluate by September 2004. Implement changes recommended from October 2004. Monitor ongoing to June 2006. Target all schools to certificate work experience by session 2004-05.	<ul style="list-style-type: none"> • Schools • Co-ordinator • Careers Scotland • Selected businesses

Current Status	Future Development	Targets/Milestones	Responsibility
	Develop 'Accreditation of Pupil Part-Time Employment' (in link to SQA). Project partners to include Falkirk Business Forum and specific retail employers. This project <i>might</i> become a partnership with other councils via SCEIN Network.	Brief/resourcing/steering group, etc agreed by July 2004. Methodology researched and approved SQA December 2004. Pilot from January 2005-June 2006. Project partners to include Falkirk Business Forum and specific retail employers.	<ul style="list-style-type: none"> • Co-ordinator • Seconded researcher • Selected schools • Selected employers • SQA
Informal links operate with FEAT.	Develop FEAT and PSYBT 'Young Entrepreneurs Visiting Schools' (YEVS) programme. Develop 'e-learning' links for YEVS via FEAT/ Falkirk College for schools. Link to EBBL where possible.	<p>Terms of agreement by September 2004. Implement from October 2004-June 2006.</p> <p>E-learning link project - cost/terms by November 2004 and implement from January 2005-June 2006.</p>	<ul style="list-style-type: none"> • Co-ordinator • Staff Tutor Enterprise • ILCs • FEAT • PSYBT • Careers Scotland
	Develop 'Business and Enterprise Case Studies', differentiated for use in S1-S6. Access to e-learning and curriculum integration by March 2005.	Brief/costs/project plan, materials, development/design initial minimum 8 studies identified by October 2004. Complete initial studies by March 2005. Additions identified by February 2005 for development/ completion by March 2006.	<ul style="list-style-type: none"> • Staff Tutor Enterprise • ICT secondees • Falkirk College/FEAT • Selected businesses

RECOMMENDATION 2: All pupils over the age of 14 must have an opportunity for work-based vocational learning linked to accompanying relevant qualifications. This will require a major commitment from Scotland's employers working closely with local authorities and secondary schools.

Current Status	Future Development	Targets/Milestones	Responsibility
S3/4 Vocational Skills Pilot Hospitality and Construction in partnership with Falkirk College; based SPAs; initial pilot started January 2004; capacity Hospitality 19; Construction 24.	Review operation June 2004. Seek assistance of local employers for specific work experience; increase capacity/ time of attendance. Identify finance for negotiated increased capacity/range/operation.	Links/arrangements re employers for work experience developed by October 2004. Develop assured MA pathway/college HN route by December 2004. Interim evaluation of arrangements completed by March 2005. Implement changes indicated in session 2005-06. August 2004-06 - increased school leaver enrolment to FE.	<ul style="list-style-type: none"> • Co-ordinator • QIO • Falkirk College • Falkirk Business Forum • Timetabling Consortia • Schools • Careers Scotland • CITB • Springboard Scotland
Develop internal and external employer links.	Develop 'Assured Modern Apprenticeship' initiative - a progression pathway initiative linked to curriculum flexibility and vocational learning opportunities S3-S5; to be linked to vocational pilots with Falkirk College.	Develop parameters, research employers/ labour market potential - September 2004. Initial recruitment process from October 2004. Evaluate June 2005.	<ul style="list-style-type: none"> • Scottish Enterprise • CITB • Falkirk College • Falkirk Business Forum • Local employers • Careers Scotland • Timetabling Consortia
Transition pilot - S3/4 Graeme HS for disengaged pupils based on 'Get Ready for Work' approaches from September 2003 by Employment Training Unit of Falkirk.	Evaluation of outcomes by June 2004. Research techniques for increased outcomes.	Develop links to pathways into semi-skilled and other training/employment opportunities with local employers. Improve anticipated outcomes for pupils; reduce exclusion; re-engage in learning/ development.	<ul style="list-style-type: none"> • ETU staff • QIO team • Co-ordinator • Graeme HS • Careers Scotland

Current Status	Future Development	Targets/Milestones	Responsibility
S4 work experience - one week placement or access to simulated work experience including construction, etc at Falkirk College available to all S4 pupils.	Certification work experience.	Review effectiveness and quality of S4 work experience (May-September 2004); target all secondary schools; certificate by August 2004.	<ul style="list-style-type: none"> • QIO • Co-ordinator • Careers Scotland • Schools • Students
S3/4 Vocational Pilot - monitoring delivery/ acceptability of SPAs.	Feasibility study for S3/4 SPA 'Employment' and submission to SQA of draft SPA; content to include personal presentation skills, job preparation, travel, work experience, finance, H&S, etc.	Complete feasibility by November 2004, for submission SQA early 2005; pilot 2005-06.	<ul style="list-style-type: none"> • E in E Co-ordinator • Business Development Manager • NQ Co-ordinators Group • P and QA Performance Manager • Careers Scotland • Curriculum Group • Falkirk Business Forum • Avon Chamber
	Investigate potential use of external local training providers/consultants/networks/FE staff into schools.	Report November 2004; possible implementation report and recommendations to Falkirk Enterprise in Education Partnership January 2005; pilot August 2005 - June 2006	<ul style="list-style-type: none"> • E in E Co-ordinator • QIO • Training Providers

Current Status	Future Development	Targets/Milestones	Responsibility
	Investigate feasibility for managed OSH/scheme of recruitment and training opportunities for part-time employment of pupils with local employers (members of Falkirk Business Forum); possible links to employer recruitment./in-house training and partnering with clusters.	Initial investigation and report January-March 2005.	<ul style="list-style-type: none"> • E in E Co-ordinator • QIO • Selected local employers
Contact with ORACLE UK in progress regarding Academy initiative/links SQA, articulation with SQA PC Passport development.	Pilot ORACLE Academy programme for S5/6 pupils; target - one school identified by August 2004.	ORACLE accredited training of staff completed by August 2005 pilot delivery to senior pupils in session 2005-2006; monitor and evaluate 2005-2006; evaluation report to Curriculum Group and Falkirk Enterprise in Education Partnership (see below).	<ul style="list-style-type: none"> • Pilot School • ICT Secondee • QIO • ORACLE • E in E Co-ordinator

RECOMMENDATION 3: All local authorities must design and implement a communications strategy for raising the awareness and commitment of parents and carers to Enterprise in Education.

Current Status	Future Development	Targets/Milestones	Responsibility
<p>Parental information available via schools for S3/4 Vocational Skills Pilot; Information leaflets.</p>	<p>Develop information strategy - leaflets, Council website, school communications and specific events (including e-access to Young Entrepreneurs, Case Studies, etc); link to My Future's in Falkirk of Council website to inform pupil parents and public; use of local Virtual Teachers Centre to document case studies and benchmarks of good practice.</p>	<p>Strategy to be developed - May-Sept 2004; implement September 2004-June 2006</p>	<ul style="list-style-type: none"> • E in E Co-ordinator • QIO • Corporate Communications • Business Development Manager • ILCs
	<p>Evidence of E in E implementation to be documented through Creative Enterprise Programme supporting film making and interactive media design in schools and Falkirk College (October 2004-June 2006); potential link/support to 'Young Entrepreneurs in Schools' and 'Assured Modern Apprenticeship' initiative.</p>	<p>August 2004 - June 2006</p>	<ul style="list-style-type: none"> • E in E Co-ordinator • QIO • Business Development Manager • ILCs • Falkirk College • FEAT

RECOMMENDATION 4: The Federation of Small Businesses, the Scottish Chambers of Commerce, the Entrepreneurial Exchange, the CBI and other business organisations must each identify at least one individual champion for Enterprise in Education. These champions and their organisations must work together in partnership, with the Ministerial Strategic Forum (Recommendation 17), to improve the extent and the quality of business involvement in Enterprise in Education at national level.

Current Status	Future Development	Targets/Milestones	Responsibility
	Establish Falkirk Enterprise in Education Partnership (FEiEP) as operational steering group to involve local employers in EiE; possible link to Falkirk Business Forum.	Establish by June 2004; Remit - advise on implementation and development of Enterprise in Education with council departments, Careers Scotland, SEFV, Falkirk College, Chamber of Commerce, PSYBT, FEAT and employers; receive and comment upon progress reports; recommend additional actions/initiatives to be undertaken; oversee evaluation of programme (ongoing); assist further involvement of local business community, awards, sponsorship, etc.	<ul style="list-style-type: none"> • Education Services

RECOMMENDATION 5: Building on what already exists, the Scottish Executive with partnership funding from the business community, must provide financial resources for appropriate experiential entrepreneurial activities in all primary, secondary and special schools.

Current Status	Future Development	Targets/Milestones	Responsibility
	<p>Continue enterprise support to schools through Staff Tutor Enterprise; continue SEP secondment to June 2004; thereafter appoint Staff Tutor Enterprise to June 2006. Central Support funding regarding equipment and facilities in schools 2004-2006.</p>	<p>Continue SEP secondment to June 2004; thereafter appoint Staff Tutor Enterprise to June 2006. 40% of all schools take up enterprise equipment/training by June 2005; other by end June 2006.</p>	<ul style="list-style-type: none"> • QIO • E in E Co-ordinator

RECOMMENDATION 6: The Scottish Executive, with partnership funding and support from the business community and others, must provide financial resources for the appointment of an enterprise development officer in every school cluster in Scotland to develop and implement plans for Enterprise in Education.

Current Status	Future Development	Targets/Milestones	Responsibility
	Support to ILCs April 2004-March 2006 for additional cluster staffing to implement E in E plans (see Projected Expenditure 2004-2006).		<ul style="list-style-type: none"> • QIO

RECOMMENDATION 7: Strategic partnerships, which take account of existing good practice, must be established between local authorities and Careers Scotland to engage with local businesses and organisations to improve the provision of Enterprise in Education and to ensure the business community is more fully involved.

Current Status	Future Development	Targets/Milestones	Responsibility
Partnership Agreement with Careers Scotland in place for 2004-2005; to be reviewed.	Review/revise existing agreement and develop new agreement to take account of E in E requirements.	Target June 2004.	<ul style="list-style-type: none"> • QIO
Presentations to Falkirk Business Forum regarding schools and EfW&E in February 2004; follow up consultations individual businesses in hand.	Develop and expand links with individual businesses, personnel, support agencies and organisations; specific focus on Falkirk Business Forum and Avon Chamber of Commerce.		<ul style="list-style-type: none"> •

RECOMMENDATION 8: There must be a major expansion in the involvement of businesses in our schools. All primary, secondary and special schools must develop partnership agreements with local businesses and other appropriate organisations. A target should be set that within every school cluster there must be no less than five such partnership agreements by 2006. This would represent a target of 2,000 such agreements across Scotland.

RECOMMENDATION 9: The Scottish Executive in association with business and other partners must sponsor an annual National Award scheme that recognises and promotes excellence in Enterprise in Education and builds on current award schemes.

Current Status	Future Development	Targets/Milestones	Responsibility
Falkirk schools have in place range of links - notably with BP (22 schools) - and many informal links via parents, Boards, etc.	<p>Audit existing links and identify potential informal to formal partnership opportunities.</p> <p>Develop and expand links with individual businesses, personnel, support agencies and organisations; specific focus on Falkirk Business Forum, Avon Chamber of Commerce, Careers Scotland assisting development of cluster partnership agreements.</p>	<p>Target 2004-2005 minimum three partnerships per cluster.</p> <p>Target 2005-2006 minimum six partnerships per cluster.</p>	<ul style="list-style-type: none"> • E in E Co-ordinator • QIO • Business Development Manager
Falkirk schools actively participate in the Forth Valley Partnership Awards sponsored by major local companies, managed by Careers Scotland; awards well established with business community.	<p>Continue to support Forth Valley Partnership Awards scheme.</p> <p>Provide CPD and assistance to schools with awards preparation skills.</p>	<p>Target - increase entry nominations by 50% 2004-2006.</p>	<ul style="list-style-type: none"> • E in E Co-ordinator • Staff Tutor • CPD

RECOMMENDATION 13: Careers Scotland and Learning and Teaching Scotland must work in partnership to develop resources and establish ways of promoting and sharing good practice in Enterprise in Education.

RECOMMENDATION 15: Enterprise in Education must be included in Initial Teacher Education programmes.

RECOMMENDATION 16: As part of their Continuing Professional Development (CPD), all teachers must have the opportunity to participate in training and development in Enterprise in Education, which must include enterprise experiences at least once every two years.

RECOMMENDATION 17: A Ministerially led Strategic Forum must be established and meet twice yearly to ensure the implementation of all the recommendations in this report, with appropriate target dates.

RECOMMENDATION 18: The Scottish Executive must include, within the measures and indicators underpinning the National Priorities for education, appropriate indicators relating to the outcomes of Enterprise in Education.

Current Status	Future Development	Targets/Milestones	Responsibility
'Skills for 21st Century' included in Education Services Performance Plan 2002-2005 covers Enterprise in Education.	Include both primary and secondary enterprise training for Up for Enterprise and Get into Enterprise within NQT programme for probationers. Expand enterprise training opportunities for staff including I-class Staff Tutor Support, and use of twilights over 2004-2006.	All new probationers access enterprise training. All probationers support one or more enterprise activity in school.	<ul style="list-style-type: none"> • CPD Co-ordinator • Staff Tutor • HTs and Probationer Supporters • QIOs

Current Status	Future Development	Targets/Milestones	Responsibility
<p>Education for Work and Enterprise already a Service Plan priority.</p> <p>QIO team briefed and prepared to ensure E in E in SDPs.</p>			
<p>All HTs briefed and consulted about plan for E in E.</p>	<p>Regular reports to HT meetings</p>		<ul style="list-style-type: none"> • QIO • E in E Co-ordinator