

## Fife Partnership Board

Due to Scottish Government guidance relating to Covid-19, this meeting will be held remotely

Tuesday, 17<sup>th</sup> November, 2020 - 10.00 a.m.

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### AGENDA

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9. <b>DATE OF NEXT MEETING</b> – Tuesday, 23 <sup>rd</sup> February 2021 - remotely	

<p><b>Partners are reminded that should they have queries on the detail of a report they should, where possible, contact the report authors in advance of the meeting to seek clarification.</b></p>
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10 November, 2020

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**THE FIFE COUNCIL - FIFE PARTNERSHIP BOARD – VIRTUAL MEETING**

**18th August, 2020**

**10.00 am – 11.50 am**

**PRESENT:** Councillors David Alexander (Chair), Dave Dempsey and David Ross; Steve Grimmond, Chief Executive, Fife Council; Tricia Marwick, Chair of NHS Fife Board; Nicky Connor, Director of Health & Social Care Partnership; Dona Milne, Director of Public Health, NHS Fife; Superintendent Sandy Brodie, Police Scotland; Mark Bryce, Local Senior Officer, Scottish Fire & Rescue Service; David Crawford, Senior Operations Leader, Department of Works and Pensions; Anna Herriman, SEStran; Gordon MacDougall, Head of Operations, Skills Development Scotland; Professor Brad Mackay, Vice-Principal, St. Andrews University; Elaine Morrison, Head of Partnerships East Region, Scottish Enterprise; Kenny Murphy, Chief Executive, Fife Voluntary Action; and Sue Reekie, Chief Operating Officer, Fife College.

**ATTENDING:** Tim Kendrick, Community Manager (Development); William Penrice, Research Team Manager, Communities and Neighbourhoods; and Diane Barnet, Committee Officer, Legal & Democratic Services.

**APOLOGY FOR ABSENCE:** Carol Potter, Chief Executive, NHS Fife.

This meeting was held remotely, in accordance with the powers contained in Section 43 of the Local Government in Scotland Act 2003.

**84. MINUTE**

The Board considered the minute of meeting of the Fife Partnership Board of 25th February, 2020.

**Decision**

The Board approved the minute.

**85. COVID-19 PARTNER UPDATES AND DISCUSSION**

The Board considered COVID-19 updates from Fife Partnership organisations including - Fife Council; NHS Fife; Police Scotland; Department of Work and Pensions; Scottish Fire and Rescue Service; SEStran; Scottish Enterprise; Fife Voluntary Action; Skills Development Scotland; and Fife Health and Social Care Partnership.

**Decision**

The Board:-

(1) noted the content of the individual update reports;

(2)/

- (2) acknowledged the verbal updates on each organisation's response to the pandemic; key challenges; lessons learned; and emerging and identified recovery priorities.

## **86. STATE OF FIFE REPORT - FIFE STRATEGIC ASSESSMENT 2020**

The Board considered a report by the Executive Director, Communities presenting, as part of the current Plan for Fife review, an updated strategic assessment - State of Fife 2020 - following on from the 2017 Strategic Assessment.

### **Decision**

The Board:-

- (1) noted the revised strategic assessment was a discussion draft; and
- (2) acknowledged that a formal consultation on the Fife Strategic Assessment 2020 would now be undertaken the response to which would inform future direction and ways of working in delivering public services across Fife post COVID-19 and informing the Fife Partnership's reform and recovery agenda going forward.

## **87. PLAN FOR FIFE - REFORM AND RECOVERY PROPOSALS**

The Board considered a report by the Executive Director, Communities proposing a revised approach to the three-year review of the Plan for Fife building on recovery planning work across the partnership in the context of the COVID-19 pandemic.

### **Decision**

The Board:-

- (1) endorsed the proposed approach to the three-year Plan for Fife review;
- (2) broadly endorsed the four initial reform and recovery priorities identified by Fife Council – discussions would continue on the details of their delivery, by the Fife Partnership;
- (3) agreed that the Partnership would sustain and build on the substantial community response evident within local areas during the pandemic to inform and focus Partnership work going forward;
- (4) considered that clear prioritisation was required by the existing Partnership groups, with the Fife Partnership Board being the vehicle to progress priorities going forward and to maximise joint working and ongoing community participation and involvement around agreed, focused reform and recovery priorities; and
- (5) agreed to consider a further report to this Board as priorities were progressed by the Partnership over the next several months.

**88. FIFE PARTNERSHIP BOARD FORWARD WORK PROGRAMME**

The Board considered the Fife Partnership Board Forward Work Programme.

**Decision**

The Board agreed, in light of discussion around the 'Plan for Fife - Reform and Recovery Proposals' report above, that the Forward Work Programme was amended to include progress reports to future meetings of this Board in terms of reform and recovery priorities.

**89. DATE OF NEXT MEETING**

**Decision**

The next Board meeting scheduled for 17th November, 2020 at 10.00 am would be held by virtual means, as necessary, subject to Government advice on COVID-19.

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Agenda Item 04

17<sup>th</sup> November 2020

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## Leading Economic Recovery

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Report by: Gordon Mole, Head of Business & Employability

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### Purpose

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This report outlines progress of the Leading Economic Recovery reform workstream and associated member working groups.

### Recommendations

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Board members are asked to:

- Note progress in addressing economic recovery;
- Consider areas for further partnership engagement as set out in section 3 of this report

### Resource Implications

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There are no immediate resource implications associated with this report. The Mid Fife Economic Action Plan sets out a series of resources required in the longer term to enable inclusive growth in Mid Fife, which will be detailed in a future report to the Council's Policy & Co-ordination Committee.

### Consultation

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Elected members have been consulted through the Economy, Tourism, Strategic Planning & Transportation Subcommittee working group.

## 1.0 Background

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- 1.1 At its meeting on 18<sup>th</sup> August 2020, the Fife Partnership Board agreed that the initial phase of the Plan for Fife review should focus on a small number of priority areas that are key to post-Covid recovery. This included a focus on Leading Economic Recovery, for which the lead partnership group is the Fife Economy Partnership, with input from the Opportunities Fife Partnership for employability and skills aspects of recovery.
- 1.2 As a result of COVID-19, Scotland's GDP has reduced by 9.2% in the period from March to September 2020, whilst turnover has increased again, the economic forecast remains uncertain and will continue to be subject to restrictions and policy decisions at UK and Scottish Government level.
- 1.3 Recovery actions are being developed and implemented alongside response activity, as businesses and workers continue to adapt and adhere to regulation and restrictions to control the pandemic.
- 1.4 Recovery has been uneven across sectors in Fife, with relatively high resilience in manufacturing and financial services and continued challenge for sectors including tourism, hospitality and arts and culture.
- 1.5 Fife Council and its partners have supported businesses and individuals during the response phase including the delivery of the following interventions:
  - Dissemination of advice & guidance / signposting to support
  - Business Gateway Fife courses and events transferred to online delivery
  - Business support grants - £53.5m paid out to over 5,600 businesses
  - Non-Domestic Rates relief implemented to support businesses unable to trade
  - Deferral of rents for commercial property tenants
  - Town centre retail support initiatives, including Small Business Safety Grants for the purchase of PPE, signage and information, gazebos and parklets for outdoor trade.
  - Introduction of the FifeLovesLocal and SpendLocal campaigns to encourage consumer spend in town centres.
  - Working with the Fife Tourism Partnership, Visit Scotland and Local Tourist Associations, developing the #LoveFifeLater and #LoveFifeAgain tourism campaigns.
  - Introduction of a new regional job's brokerage portal, C19jobs.org, to link jobseekers to essential roles.
- 1.6 The response to recovery in Fife will focus on what is best achieved at a local, place-led level (including opportunities for new models of sustainable economic growth) to address existing and persistent economic challenges, together with developing and implementing regional activity where actions at the regional scale will best address Fife's economic needs. Areas of particular focus include the following:

- A Fair and Inclusive approach to recovery
- Community Wealth Building and Social Value (addressed through the Community Wealth Building reform theme)
- Demand Stimulation and Diversification
- Business Support for indigenous growth
- Skills and Employment
- Climate Change and Green Recovery (addressed through the Climate Change reform theme)
- Rates, Licencing and Taxation
- Future use and regeneration of town centres
- Transportation, infrastructure and connectivity
- Digital Infrastructure

## 2.0 Working Group Discussions

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- 2.1 The leading economic recovery approach has been discussed with the Council's Economy, Tourism, Strategic Planning & Transportation Subcommittee working group. In the first three working group discussions the following points and actions were noted.
- 2.2 The first session held on 17<sup>th</sup> September 2020 agreed the programme scope and noted the potential for a recovery programme to support sustainable and inclusive economic growth, whilst recognising the need to explore and maximise sources of funding, including from City regions, joint ventures, Scottish Government and Scottish National Investment Bank sources.
- 2.3 Concerns were noted on data which highlighted that the hospitality and tourism sectors had been particularly affected, and the need for collective partnership action to mitigate anticipated increases in unemployment.
- 2.4 The second session held on 8<sup>th</sup> October considered the economic baseline for Fife, particularly noting increases in unemployment claimant counts, with the highest levels of unemployment in Mid-Fife.
- 2.5 The capacity and resource of the Council and partners to address unemployment was considered and a 'task force' approach to addressing economic recovery recommended.



- 2.6 Members noted positive support for local businesses, including assistance with COVID-19 support grants, diversification, alternative delivery models, upskilling & innovation.
- 2.7 At its meeting of 22<sup>nd</sup> October, the working group considered the findings and recommendations of the Mid Fife Economic Action Plan. It was recognised that there is a need for a single, co-ordinated ask of funders to be seen as an offer rather than a challenge. A report on the Plan will be considered by the Council's Policy & Co-ordination committee.
- 2.8 In the short term, business resilience is crucial and there is a need to ensure that the supporting mechanisms to keep existing businesses which are viable are in place. Immediate priorities for Mid Fife will include upskilling and reskilling of workers to create a strong, market ready workforce; growing the business base; and positioning Mid Fife as a cohesive area for investment.

### **3.0 Partnership Engagement**

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- 3.1 As the development of the leading economic recovery reform strand progresses, engagement with partners will assist in the delivery of a refreshed Fife's Economic Strategy which addresses the issues of recovery from the pandemic, and issues and opportunities arising from Brexit.
- 3.2 Initial discussions have been held with the Opportunities Fife Partnership on the approach as it relates to employability, including the development of a partnership approach to employability and skills provision, in line with the Scottish Government's No One Left Behind framework.
- 3.3 Discussions have been held with NHS Fife and Fife Voluntary Action on economic recovery and Community Wealth Building approaches, and a presentation held with Fife College on alignment with the College's recovery and development plans.
- 3.4 The following questions arise for members of the Fife Partnership to assist in shaping the recovery approach:
- What collective short-term and medium-term action can be taken at a partnership level to sustain resilience of the Fife economy, especially within Mid Fife?
  - What measures can be taken at a partnership level to address capacity for increasing job and skill opportunities?
  - What additional levers are available at a partnership level to aid recovery?
  - How do we ensure quality of outcomes for Mid Fife as an area of particular focus?
  - What initial actions can be taken to enable continued support for businesses during the pandemic?

- What further aspects need to be considered within recovery planning whilst partners continue to respond to immediate circumstances?
- What collective action can be taken to increase the pace and scale of activity?

## 4.0 Conclusions

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- 4.1 The full impact of COVID-19 on Fife's economy remains uncertain. Through response actions, impacts have been mitigated where possible. Recovery planning provides an opportunity to 'build back better' and implement approaches which will deliver a fair, inclusive and sustainable economic growth.
- 4.2 Work will continue in the immediate term to develop a revised Fife's Economic Strategy which will set out the approaches required in the short to medium term to address Fife's recovery from the pandemic, and the issues and opportunities arising from Brexit.
- 4.3 There will be continued and ongoing engagement with Community Planning Partners and review of actions through the Fife Economy Partnership business panel and Opportunities Fife Partnership.

### Report Contact

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Agenda Item. 05

17<sup>th</sup> November 2020

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## Tackling Poverty and Crisis Prevention

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Report by: Michael Enston: Executive Director, Communities

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### Purpose

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This report outlines progress with the Tackling Poverty and Crisis Prevention reform workstream.

### Recommendations

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Board members are asked to:

- a) Consider and comment on the work being carried out to take forward this reform area; and
- b) Consider areas for further partnership engagement.

### Resource Implications

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There are no immediate resource implications associated with this report.

### Consultation

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Elected members and partners have been consulted through an elected member working group and a cross-service project group.

## 1.0 Background

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- 1.1 The goal of this reform area is to assess how individual outcomes and experience of poverty can be improved through the way in which services work together locally, the role of community organisations and the use and targeting of anti-poverty spend.
- 1.2 It aims to build on lessons learned from the initial response and community support provided during the Covid-19 crisis and aims to set out how those lessons can be built into the Plan for Fife for the next three years.
- 1.3 To take this work forward, a cross-service project group meets fortnightly with representation from senior Council officers and partners from NHS Fife Public Health, Fife Health & Social Care Partnership and Fife Voluntary Action. A key focus of this group is active engagement with the range of voluntary and community organisations that have been so critical to our response in Fife. The Communities and Housing Services Sub-Committee working group has also been established to take forward this reform area and meets monthly to consider progress and emerging policy and service issues.

## 2.0 Impact of anti-poverty budgets/spend

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- 2.1 Fife Council's Research Team has been working on identifying the impact of the Council's anti-poverty budget and the tools and levers that could be used to do this. The aim of the project is to provide a starting place for a more ambitious, even disruptive discussion about how we can best tackle poverty in Fife.
- 2.2 Initial findings are based on anti-poverty budgets of £6m, which represents a small, albeit important, spend on anti-poverty but by no means represents the total sum of effort. Findings show that within the budgets analysed, the bulk of spending was on crisis management. Considerations are being made on how we take this work forward.

## 3.0 Food Insecurity

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- 3.1 Café Inc ran in the October holidays, offering a mix of provision including hot meals to go, using venues that currently have community food projects like fridges and pantries. It is expected that during the Christmas holidays, a direct payment will be issued to families in receipt of Free School Meals as venues will be closed for many days over the holiday period.
- 3.2 A new version of the Food Resilience Plan is being drafted, which will take in key learning from our pandemic response to food insecurity. The plan will look at how Fife Council continues to work alongside community partners and food projects to respond to any local lockdown restrictions that may come into force in Fife.

- 3.3 Considerations are underway to look at how Fife Council can support children who receive Free School Meals but are required to self-isolate because of positive test results in their class/school. We are exploring the use of a direct payment, vouchers and grocery packs as options for providing support to families who have children off school because of Coronavirus.

## 4.0 Place Leadership

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- 4.1 The Council Executive Team (CET) has approved a report on a new People and Place Leadership approach, which is predicated on whole system change and, as such, requires large scale intervention. The people and place approach aims to build on experience to date by developing more streamlined and effective local leadership and partnership delivery arrangements.
- 4.2 The Council Leadership Team's Place Leadership Group is directing the local review task and has approved the approach by Community Managers and the seven local leadership teams who will be leading on the local leadership exercise across the seven areas.

## 5.0 Let's talk about #OurFife – The impact of Covid-19 on local communities and services

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- 5.1 We have an opportunity to take a fresh look at anti-poverty work and review our approaches by incorporating lessons from our Covid-19 response. This is the first of the reform areas to push out with a consultation to help shape our reform work. The findings we gather will not only be applicable to how we address poverty but will also be useful and can be applied to other reform areas, as well as identifying any gaps in our Plan for Fife review.
- 5.2 On Friday 9th October 2020, an email was circulated with an invitation to get involved. This was sent to Fife Partnership Board members and we encourage the Board to get involved in these conversations either individually through an [online discussion forum](#) or by expressing an interest in [joining a conversation](#).

### Report Contact

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Agenda Item. 06

17<sup>th</sup> November 2020

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## Reform and Recovery Update

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Report By: Tim Kendrick, Community Manager (Development)

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### Purpose

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To provide an update on the Fife Partnership's agreed reform and recovery priorities.

### Recommendations

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Board members are asked to:

- a) Consider and comment on the work being carried out to take forward these reform areas; and
- b) Consider any opportunities for further partnership engagement.

### Resource Implications

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This report provides an update on the reform and recovery priorities agreed by the Fife Partnership Board at its meeting on 8<sup>th</sup> August 2020.

### Consultation

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Fife Council reform and recovery lead officers and relevant strategic partnership groups were consulted in the preparation of this report.

## 1.0 Background

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- 1.1 At its meeting on 18<sup>th</sup> August, the Fife Partnership Board agreed that the initial phase of the Plan for Fife review should focus on a small number of priority areas that are key to post-Covid recovery.
- 1.2 Partnership groups have been identified for partner engagement in each the five reform areas as follows:
  - a) **Tackling poverty and crisis prevention** - Communities and Wellbeing Partnership Group;
  - b) **Leading economic recovery** - Fife Economy Partnership;
  - c) **Community Wealth Building** – Fife Economy Partnership
  - d) **Addressing the climate emergency** - Fife Environmental Partnership;
  - e) **Sustaining services through new ways of working** - Partnership Delivery leads.
- 1.3 ‘Tackling poverty and crisis prevention’ and ‘Leading economic recovery’ are covered in separate reports at Items 3 and 4 on this agenda. This report provides updates on:
  - Community wealth building
  - Addressing the climate emergency
  - Sustaining services and new ways of working.

## 2.0 Community Wealth Building

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- 2.1 Work in this reform area is being led by Gordon Mole, Fife Council’s Head of Business and Employability and is being overseen by the Community Wealth Building Working Group, which is a working group of the Council’s Policy and Co-ordination Committee.
- 2.2 At its first meeting on 22<sup>nd</sup> September, the working group reviewed the reform scope, workplan and forward programme and received a presentation from CLES (Centre for Local Economic Strategies) on the principles of community wealth building (CWB).
- 2.3 The Working Group agreed the scoping paper for the reform area and that Fife’s approach would cover all five pillars of the CWB approach:
  - a) Plural ownership of the economy
  - b) Making financial power work for local places;
  - c) Fair employment and just labour markets;

- d) Progressive procurement of goods and services;
- e) Socially just use of land and property.

- 2.4 It was also agreed that community wealth building would provide the overall context for Fife's approach to economic recovery and that relevant community planning partners, including Fife Voluntary Action and NHS Fife, would be invited to become involved in community wealth building as 'anchor institutions'. Officers were also asked to discuss the potential for support to be provided by the Scottish Government and CLES with the delivery of a Fife diagnostic report and action plan.
- 2.5 The second meeting of the working group held on 16th October focussed on Fife's local procurement approach and the lessons learned from making Glenrothes the UK's first Living Wage Town. It was also confirmed that the Scottish Government would support the delivery of an action plan for CWB in Fife to inform the approach for the wider Tay Cities Region and that discussions had commenced with potential anchor institutions. It was also agreed to scope the development of a local procurement approach, which embeds social value, as an early action under CWB.
- 2.6 A Fife Council local procurement officer group has been established to take forward this action and will work with other anchor institutions in the development of local procurement and social value.
- 2.7 The next working group meeting will focus on the three further pillars of CWB: plural ownership, community benefit and asset transfer.

## 3.0 Addressing the Climate Emergency

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- 3.1 Fife Council's Climate Emergency Reform Group met on 17th September, when a series of actions were initiated, and evidence sought for climate change requirements at the level of the local community plan areas in Fife. It is intended that this work will enable a geographical focus for initial delivery, and development of a dissemination process to ensure that lessons learned create benefits for communities and partner organisations throughout Fife. This aims to increase the pace of delivery of Fife Council's Carbon Management Plan, and delivery of Climate Fife, the partnership plan that sits alongside the Plan for Fife, and the local development plan, FIFEPlan.
- 3.2 The working group considered information presented by officers and initiated further research on climate change need across Fife in consultation with the seven community managers. A report on the findings will be presented to the November meeting of the working group, enabling elected members to agree to agree on the geographical focus of this work.
- 3.3 Other issues discussed included:
  - (1) **The impacts of unavoidable climate change on communities and Council services.** Building on the Climate Just principle of Climate Fife, actions will be initiated to expand on the Levenmouth Adapts project completed in 2019,



which added adaptation to the Place Standard model for Levenmouth, and incorporated into the considerations for local delivery of community plans. Fife Resource Solutions is working with Greener Kirkcaldy to deliver a new Climate Action Fife project, which will include incorporating adaptation into community action plans. Lessons from this work will be shared with other Fife communities to enable progress across Fife. Adaptation will also be incorporated into climate literacy plans under this project.

- (2) **A process to transfer learning from all climate projects to Fife's communities.**
- (3) **The roll out of the Fife Environmental Assessment Tool.** This will be made available to other reform areas to identify the carbon impacts of their work, learning lessons from changes in response to Covid, and undertaking to sustain any environmental improvements. For example, business mileage claimed by Council employees from April to June 2020 was significantly lower due to Covid adaptations, including greater use of new online meeting solutions.
- (4) **Potentially negative impacts of Covid**, including the increased use of single use plastics. Potential solutions will be investigated
- (5) **A review of sustainable procurement policy and procedures**
- (6) **Consideration of how to ensure vulnerable communities are not excluded from mitigating and adapting to climate change**, delivering the Climate Just principle. This will include liaison with community planning partners through Fife Environmental Partnership to ensure that equality and fairness are included in climate actions.
- (7) **Review of options for lower emissions from food** within Fife Council facilities.

3.4 At Full Council in October 2020, the following additional urgent issues were raised for consideration of the Climate Emergency Working Group:

- Single use plastics/ disposable materials
- Fly-tipping
- Household Waste Recycling Centres policies of opening and operation

3.5 The November working group meeting will receive updates on actions initiated in September and seek input on the priority area assessment, along with the proposed process for sharing lessons learned in one geographical area with other areas of Fife. It will also be proposed that an officer led 'Sprint exercise' is undertaken in November and December on whole-life costing for projects to review the benefit of initial increased investment to reduce costs over the life of the project and the effective delivery of target works to deliver the Carbon Management Plan at pace.

## 4.0 Sustaining Services through New Ways of Working

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- 4.1 This initial update focuses on work being undertaken by Fife Council. At its meeting on 3<sup>rd</sup> November, the Fife Partnership Delivery Leads Group received presentations on work being undertaken by Fife Council, NHS Fife and Fife College to identify potential areas for joint working. This will be the subject of a future report to the Fife Partnership Board.
- 4.2 The goal of this reform area is to identify and deliver a programme of work to support new ways of working and the promotion of community led services. This includes making the most of digital services and opportunities. These, together with more flexible working, and a community led culture are key to future productivity, better outcomes and financially sustainable services.
- 4.3 The reform area will focus on:
- Developing a 'new deal' for staff in terms of benefit, conditions, flexibility and Engagement;
  - Promoting leadership and skills which ensure those delivering services and looking after assets in a place, work together with local communities to improve lives;
  - Updating Fife Council's draft Digital strategy by taking account of the impact of COVID-19 and maximising the potential of digital in the future redesign of Council services;
  - Progressing organisational development activity, focusing on culture and the development of a People and Place Approach within Fife Council and with community planning partners.
- 4.4 Community managers are leading work on Place Leadership in each area through the Multi-Disciplinary Teams, Local Leadership Teams and other relevant services and partners. Further information on this work is provided at Item 3.

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Agenda Item. 07

17<sup>th</sup> November 2020

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## Plan for Fife: Partnership Groups Review

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Discussion Paper by Tim Kendrick, Community Manager (Development)

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### Purpose

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To present a summary of responses from Fife Partnership groups on their current working arrangements in the context of the three-year review of the Plan for Fife and current reform and recovery work. These responses will contribute to a wider review of partnership arrangements, which will consider whether the current arrangements for delivery leads, partnership groups and thematic reporting have worked effectively to advance the Plan for Fife ambitions.

### Recommendations

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Board members are asked to:

- a) consider the responses provided as part of a wider consideration of the effectiveness of current partnership delivery and reporting arrangements in achieving the Plan for Fife ambitions over the past three years;
- b) agree that further assessment work be undertaken to identify:
  - whether the current approach of delivery leads, thematic reporting and partnership groups is fit for purpose for delivering the next three-year revision of the Plan for Fife;
  - any gaps and overlaps in the current partnership arrangements;
  - what changes are needed to the current partnership delivery structure to help ensure that the Plan for Fife ambitions are achieved;
- c) agree that partnership groups feed into work on the five reform and recovery priorities and the development of a revised Plan for Fife in April 2021;

### Resource Implications

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This survey of partnership groups aims to contribute to the delivery of better outcomes within existing budgets and in the context the challenging financial environment created by the Covid-19 pandemic.

### Consultation

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Strategic partnership groups were consulted in the preparation of this report.

## 1.0 Plan for Fife Review

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- 1.1 At its meeting on 18<sup>th</sup> August, the Fife Partnership Board agreed that partnership groups should undertake a review of their roles and ways of working in the context of the post-Covid recovery and reform agenda. At the meeting, the Board endorsed revised proposals for reviewing the Plan for Fife and agreed four reform and recovery priorities.
- 1.2 Delivery leads subsequently requested that a framework for the review of partnership groups be developed to ensure that a consistent approach is adopted across the Partnership. Building on this work, over the next six months partners and communities will be consulted on the three-year Plan for Fife review in the context of the four reform priorities and the 2020 State of Fife Report.
- 1.3 Partnership groups have been identified to help ensure partner engagement in each the five reform and recovery priorities that have been identified to address the immediate and long-term challenges and lessons of the Covid-19 pandemic and work to 'build back better'. The four priorities are:
  1. **Tackling poverty and crisis prevention** - Communities and Wellbeing Partnership Group;
  2. **Leading economic recovery** - Fife Economy Partnership;
  3. **Community wealth building** - Fife Economy Partnership;
  4. **Addressing the climate emergency** - Fife Environmental Partnership;
  5. **Sustaining services through new ways of working** - Fife Partnership Delivery Leads.
- 1.4 In the light of the proposed Plan for Fife review, each of the partnership groups was asked to provide information on their current roles and ways of working. Information from this review will help inform a wider review of delivery and reporting arrangements, including:
  - Whether the current arrangements for delivery leads, partnership groups and thematic reporting have worked effectively to advance the Plan for Fife ambitions.
  - What gaps and overlaps there are in current reporting and delivery arrangements and how these can be addressed;
  - What changes are needed in reporting and delivery arrangements for the next three years of the Plan for Fife.

## 2.0 Partnership Review

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- 2.1 To date, partnership groups have contributed to the delivery of the Plan for Fife in several ways, including:

- a. Overseeing partnership delivery plans, such as the Fife Economic Strategy, Fife Children's Services Plan and the Fife Community Safety Strategy;
- b. Providing opportunities for networking and discussion on aspects of the Plan for Fife where partnership action can provide added value.

2.2 The response to the pandemic within Fife's communities and across community planning partners has also highlighted some new ways of working, which should build on to enable partners to 'build back better'.

2.3 The partnership groups are:

- Opportunities Fife Partnership (OFP)
- Fife Environmental Partnership (FEP)
- Children in Fife Partnership (CiFP)
- Fife Tourism Partnership (FTP)
- Fife Economic Partnership (FEP)
- Communities & Wellbeing Partnership (CWP)
- Welfare Reform & Anti-Poverty Partnership (WRAPP)
- Fife Community Safety Partnership (FCSP)
- Fife Housing Partnership (FHP)

2.4 Responses to the review framework questions are summarised below:

Question	Responses
<p><b>1. Primary purpose of the partnership group as currently constituted. For example:</b></p> <ul style="list-style-type: none"> <li>• <b>Overseeing outcome delivery</b></li> <li>• <b>Partner engagement and networking</b></li> <li>• <b>Problem solving</b></li> <li>• <b>Other</b></li> </ul>	<p>Most responses outline a similar role and remit:</p> <p>Strategic activity against the objectives of the Plan for Fife, Maintaining appropriate links to, and involvement in, the activities of the key community planning partnership groups in Fife, Engaging with stakeholders in policy development, Fulfilling commitments to statutory plans, legislative duties and alignment with national strategy.</p>
<p><b>2. Current meeting arrangements. For example:</b></p> <ul style="list-style-type: none"> <li>• <b>Formal meetings</b></li> <li>• <b>Workshops and seminars</b></li> </ul>	<p>Most groups follow a similar schedule, involving monthly or quarterly meetings with sub-groups as necessary. Some changes of approach are being considered in line with changing areas of focus or priority.</p> <p>Digital meetings are currently the norm with mixed views on the effectiveness of various platforms available.</p> <p>Some groups are experiencing challenges in terms of levels engagement via digital platforms for example, achieving buy-in With some 'hard to reach' or private sector colleagues.</p>

	<p>Some partnerships have already, or are looking to, try alternative meeting arrangements. The Fife Economy Partnership Executive Group has agreed to move to a business panel model for strategic development purposes. The aim of the change is to enable the best use of time, experience and skills of private sector partners, while enabling Fife Economy Partnership to have a wider role.</p> <p>WRAPP is considering organising networking sessions and a move away from formal meetings</p>
<p><b>3. What are the main priorities for your partnership group in the context of the Post-Covid reform and recovery process and a revised Plan for Fife?</b></p>	<p>Following the onset of the Covid pandemic, many of the Partnerships have either temporarily paused or amended strategic reviews, plans and associated activity.</p> <p>Responding to the immediate crisis and recovery phase has been a priority across partnerships. This has resulted in agile planning in response to emerging issues and service redesign. There is an acknowledgement by partnerships that Covid has led to increased uncertainty. However, there is a general commitment to focusing resources on the identified reform and recovery priorities.</p>
<p><b>4, How might the partnership group work in different ways to help fulfil its purpose and deliver these priorities?</b></p> <p><b>e.g. more flexible meeting arrangements; changes to the membership; more community engagement</b></p>	<p>Partnership groups are adapting to changing national and local priorities with the aim of getting back on track while addressing the four identified reform priorities.</p> <p>Workshops, development sessions, sub-groups, training and online solutions have all been used to capture key lessons from the Covid pandemic to date. These have identified:</p> <ul style="list-style-type: none"> <li>• Changes to partnership working in response to the pandemic (meeting regularity, format and membership);</li> <li>• Opportunities to incorporate lessons learned from changes in new ways of working for the future;</li> <li>• Acknowledgement of the State of Fife Report 2020 improvement challenges;</li> <li>• Consideration of network sessions or business panel model - moving away from formal meetings with meetings scheduled as and when required;</li> <li>• engagement with communities, including the business community.</li> </ul> <p>There is a recognition that partnership group membership may need to be reviewed as a matter of course.</p>
<p><b>5. What challenges might the partnership group face in developing these new ways of working?</b></p> <p><b>How might these be overcome?</b></p>	<p>Partnerships acknowledge the need to change and adapt in response to the pandemic. Statutory duties and accountabilities partly define roles and responsibilities for some partnerships, but this may also inhibit change.</p> <p>The furloughing of staff employees because of the pandemic has meant some delay in strategy development in some instances. The focus on priorities is seen as an enabler.</p> <p>There is recognition that there will be ongoing challenges around delivering virtually and responding to the ever-changing</p>

	<p>environment. There are also challenges around how best to link strategic work with local place-based approaches and how to make strategic partnerships more visible. Difficulties can arise around the ownership of outcomes and the pressure for partnerships to demonstrate what they are delivering/achieving.</p> <p>The value added by partnership working isn't always easily measured, and there is a call from WRAPP, CSP and FTP</p> <p>There is a challenge to the virtual solutions identified by some of the partnerships with regards to consultation. The move to digital presents challenges when consulting with 'hard to reach' and other vulnerable groups, for example when shaping option appraisals to inform strategy development. Collaboration, best practise and guidance to help meet these challenges would be helpful.</p>
<b>6. Any further observations on the future role of the partnership group and the wider Fife Partnership,</b>	<p>Partnership groups recognise their responsibilities in relation to the Plan for Fife and the four reform and recovery priorities. Lessons learned is a key activity for most partnerships to help shape next steps and inform strategic planning and operational delivery with a local 'place' focus.</p> <p>The financial implications of the pandemic are a concern shared by partnership groups, along with the need to:</p> <ul style="list-style-type: none"> <li>• Improve partnership working and collaboration across different partnership groups;</li> <li>• Coordinate strategic planning in response to the pandemic with a focus on the four reform priorities;</li> <li>• Aligning partnership strategic planning and reporting in accordance to local and national requirements</li> </ul>

## 4.0 Conclusions

4.1 Partnership groups raised the following issues in response to the review questions:

- a) A shift to virtual meetings via digital platforms as the 'new normal' along with some challenges in terms of achieving wider engagement;
- b) A recognition by partnership groups of the need to avoid creating separate and parallel processes around post-Covid recovery and reform and the wider Plan for Fife review;
- c) A move towards more flexible, and less formal, partnership working arrangements with the aim of widening the opportunities for engagement with key stakeholders

- d) The importance of partnership involvement in the delivery of the agreed reform and recovery priorities;
- e) A request for some additional support to develop measurable quantifiable outcomes and performance measures;
- f) The importance of the 2020 State of Fife report in helping to identify challenges and opportunities in taking forward the Plan for Fife ambitions over the next three years.

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Agenda Item. 08

17<sup>th</sup> November 2020

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## Plan for Fife: Proposals for the Three-year Plan for Fife Review

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Report By: Tim Kendrick, Community Manager (Development)

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### Purpose

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To set out proposals for the three-year review of the Plan for Fife. building on reform and recovery planning work across the partnership in the context of the Covid-19 pandemic.

### Recommendations

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Board members are asked to consider and comment on the proposed approach to the three-year Plan for Fife review

### Resource Implications

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The Plan for Fife review will contribute to the delivery of better outcomes within existing budgets and in the context the challenging financial environment created by the Covid-19 pandemic.

### Consultation

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The Plan for Fife review and related recovery and reform priorities will be discussed with partners and partnership groups over the next three months

## 1.0 Background

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- 1.1 Towards the end of 2019 work began to review the Plan for Fife's three-year actions. The intention was to undertake a wide-ranging review of the Plan, covering the 'areas of focus' and expected outcomes, as well as the 100 three-year actions. The 12 ten-year ambitions would remain as they are. This would provide an opportunity for the Fife Partnership to address the findings of the 2020 Strategic Assessment. The review would also provide an opportunity to put actions to address the climate emergency at the heart of the plan.
- 1.2 However, experience from the Covid-19 pandemic suggested that there was a need to review this approach to avoid creating separate and parallel processes around Covid recovery and reform and the wider Plan for Fife review.
- 1.3 At its meeting on 18<sup>th</sup> August, the Partnership Board therefore agreed that the initial phase of the Plan for Fife review should focus on four priority areas that are key to post-Covid recovery. These are:
  - Tackling poverty and crisis prevention;
  - Leading economic recovery, including community wealth building;
  - Addressing the climate emergency;
  - Sustaining services through new ways of working.
- 1.4 Updates on each of these reform areas are provided elsewhere on the agenda.

## 2.0 Proposals

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- 2.1 At its meeting on 18<sup>th</sup> August, the Board considered an updated strategic assessment – the State of Fife 2020. Since then, further work has been undertaken to update the strategic assessment to reflect additional comments and information provided by partners.
- 2.2 From November 2020 to February 2021, it is proposed that partnership groups are asked to consider the findings of the strategic assessment and identify any required changes to the current 'areas of focus' and actions. The aim will be to ensure that there is renewed focus on achieving the twelve Plan for Fife ambitions over the remaining seven years of the plan. The twelve ambitions are:
  1. Fife has lower levels of poverty in line with national targets;
  2. Educational attainment continues to improve for all groups;
  3. Fife has reduced levels of preventable ill health and premature mortality;
  4. Everyone has access to affordable housing options;
  5. Fife's main town centres stand out as attractive places to live, work and visit;
  6. All our communities benefit from low levels of crime and anti-social behaviour;

7. Every community has access to high quality outdoor, cultural and leisure opportunities;
8. Economic activity and employment in Fife are improving faster than in the rest of Scotland;
9. Economic activity in Mid-Fife is catching up with the rest of Fife and Scotland;
10. Fife has year on year increases in visitor numbers and tourism spend;
11. Our public services are more joined up and acting 'one step sooner'.
12. Fife's communities and individuals are more involved in local decision making and in helping to plan and deliver local services.

2.3 Many of these ambitions are being addressed through work on the reform and recovery priorities already identified by the Fife Partnership and Fife Council. The work being undertaken to address these priorities will be an important consideration when preparing the revised Plan for Fife, along with any additional priorities identified during the review process. Given the findings of the 2020 strategic assessment, there will be a need to ensure that all actions included in the revised Plan will make a clear and measurable contribution to the delivery of the Plan for Fife ambitions.

2.4 Key elements within the proposed review process will include the following:

a) Preparation of facilitation and challenge materials based on the 2020 strategic assessment, highlighting:

- three-year progress in achieving the 12-year ambitions;
- progress against the Fairer Fife aims;
- key emerging themes;
- identified reform and recovery priorities;
- any gaps in delivery

b) Collation and analysis of early outputs from the reform and recovery sprints to inform the next three-year Plan priorities;

c) Consideration of options for the format of the revised Plan based on:

- Strategic assessment;
- Covid-19 challenges and learning;
- Reform and recovery priorities;
- Incorporation of climate emergency actions.

d) Facilitated discussions with partners, partnership groups and other key stakeholders;

e) Community engagement on challenges and opportunities to be addressed over the next three years;

2.5 It is proposed that a draft of the updated Plan is finalised by April 2021 as the basis for wider consultation, although some flexibility will be built in to take account of the Covid-19 pandemic. A proposed timeline for the review is provided at Appendix 1.

## 3.0 Conclusions

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- 3.1 The three-year review of the Plan for Fife provides a timely opportunity to refresh and refocus the work of the Fife Partnership in the context of the reform and recovery work that is currently under way and in the light of the findings of the 2020 strategic assessment. This report sets out a suggested process for undertaking the review over the next six months.

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# Plan for Fife 3 Year Review 2020- 2021

