

Recovery and Renewal Plan4Fife 2021-2024 Update

August 2021





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Introduction

Our updated Plan for Fife

Fife should be a place where communities really matter, where people set the agenda and contribute to how change is being delivered.

With **fairness at the heart of everything**, our aim is for Fife to be a place of healthy connected communities, where people thrive, have enough money, and contribute to a sustainable and attractive environment.

In 2017 we set out ten-year ambitions for Fife. These ambitions are all about change and how we bring this about over a ten-year period. These are still our ambitions, but this three-year review of the Plan, combined with our experience of the pandemic, has shown that to achieve these ambitions we will have to change how we work. This is because progress has not been as fast as we would have liked. The Covid-19 pandemic has also brought new challenges.

This plan sets out the **key recovery and renewal priorities** that will be reflected in plans and strategies across the partnership, along with those actions needed to kick start Fife's recovery. It cannot possibly set out everything that needs to be done. It sits at the centre of a web of supporting plans and strategies that will need to align with our ambitions and priorities.

We also need to work in new ways. Simply trying harder, doing the same things, will not achieve our ambitions. This will require the creativity, courage, and willingness to change that was evident in Fife's response to the pandemic. We all need to challenge ourselves to change and to be better.

We need to deliver services in more cross-cutting ways, recognising that activities often overlap and that collaborative approaches are likely to be more effective. Going forward, our ambitions will continue to guide us and provide a clear basis for measuring our progress.

The priorities we will focus on came out of a thorough review process that was informed by evidence and our learning from the pandemic. Having strong local economies will underly everything we do, so **supporting Fife's economy** following the pandemic will be vital. Allied to this is the impact the pandemic has had on deep-rooted issues of poverty: **Tackling poverty and preventing crisis** will therefore be a key priority. Fife Partnership and Fife Council declared a **climate emergency** in 2019 and this will require urgent action across the partnership.

The work to shape this three-year refresh of the Plan has highlighted the interdependencies that exist between action needed to tackle poverty, to build and maintain wealth in Fife and to address the climate emergency. Having a shared purpose has been critical to the success of our response to the crisis. Emergencies motivate people in a different way than during normal times. We must build on the benefits of shared purpose and collaborative approaches that have worked so well.

The pandemic has also highlighted the need for a greater focus on place and the role communities can play in developing joint responses and solutions. **Community wealth building** provides a useful approach that brings these ideas together. It is an emerging way of working that focuses on the things that are important to us – community wealth, wellbeing, environmental sustainability and fairness.

Going forward, we will put community wealth building at the heart of all we do to:

- **Recover from the pandemic:** taking immediate action to support our children and young people, those people who have been most affected, and our business community
- **Renew our public services** through a new commitment to work in partnership with our communities, with a focus on place
- **Re-align our strategies,** plans and ways of working to make this happen and deliver our ambitions

Figure 1: Our Journey Towards a Fairer Fife



Review of the plan and impact of the Covid-19 pandemic

The planned three-year review of the Plan for Fife coincided with the Covid-19 pandemic. The pandemic required us to change our ways of working and living over very short timescales. For instance, within hours and days many public sector employees had to find ways to work effectively from home, while many others took on new roles. At the same time, local community groups and individuals stepped up to deliver a wide range of vital services. This shows the pace of change we are capable of when we need to - all achieved in a collaborative way across the whole Fife Partnership and across all our communities.

In the midst of the unfolding tragedy of the pandemic, it was difficult to find many positives. However, people coming together to work on shared goals, to overcome obstacles and just 'get things done' was a big positive. Our experience also underlines that obstacles still exist and that working together in this way is not the norm, despite this being a stated aspiration.

A detailed strategic assessment was carried out to see how we are doing in relation to our ten-year ambitions. This showed that, pre-Covid, change was not happening fast enough to achieve our ambitions (Figure 2), with Fife largely following national trends and with our performance often close to the average. A review of our delivery arrangements suggested that we are unlikely to achieve our ambitions at the current pace of change. More recent reviews of the ambitions suggest that, to achieve a step-change in the fortunes of people living in Fife, we will need different ways of working. Pre-Covid, levels of poverty in Fife were already high and, following the pandemic, the circumstances for many families are likely to become even more challenging.

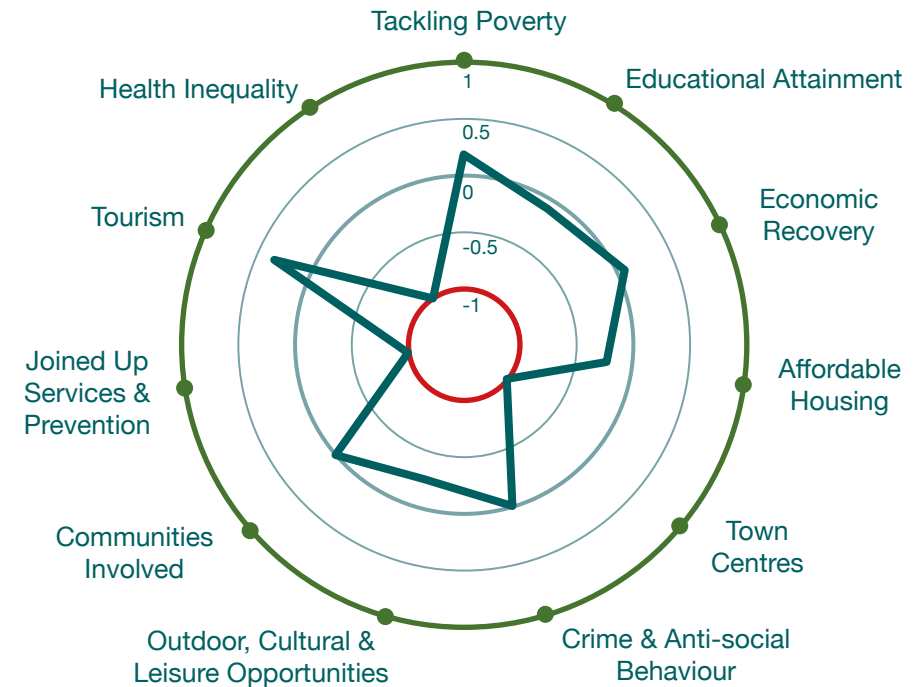


Figure 2: Review of progress against ambitions

Progress against each ambition as an index based on all the indicators used for monitoring.

The centre grey line is no change, the green line is the point where all indicators are improving, and the red line is where all indicators are getting worse or no indicators.

Improving indicators are scored +1, those staying the same 0 and those which are getting worse -1. They are added together and divided by the total number of indicators. (data source: Fife Strategic Assessment 2021)

All partners have worked with a wide range of people through the pandemic and the learning from this has shaped the content of this plan. It has fuelled a desire to maintain this joint working and conversation on the impact of our work and approach going forward.

In the latter part of 2021, through a number of working groups, Fife Council elected members, officers and partners explored how we might “build back better” and there were other specific consultations carried out, for example around anti-poverty and ‘Your Story, Your Community’.

Overall, the review work concluded that we needed to focus not just on the short-term recovery challenges but to make a fundamental shift in our approach, our thinking and how we work for long term benefit.

The following key messages came out of these reviews:

- The Plan for Fife ambitions are still relevant but require a stronger focus over the next three years, particularly in mid-Fife. They provide a clear set of longer term aims for the plan and will enable us to continue to monitor our progress
- We are unlikely to achieve our ambitions using the systems and approaches that are currently in place - incremental change against a background of increasing demand and resource pressures is unlikely to bring about the change we need to make

- The success of local place-based responses has underlined the importance of community-based solutions when tackling poverty, building future economic success, and addressing climate change
- The implications of the coronavirus pandemic are likely to affect life outcomes for people for some time after it ends. This will be seen through increased or changed demand for services and poorer outcomes across a range of indicators. In particular, this is expected to impact on health, jobs, poverty, and inequalities. The challenge will be to move from crisis support to prevention

The scale of the challenge facing Fife’s communities following the Covid-19 pandemic points to the need for a refocus around renewal and clear leadership to support common purpose across the system as a whole.

As a result, we have identified three key priorities for recovery and renewal, all supported by an overarching approach of community wealth building:

- **Leading economic recovery**
- **Tackling poverty and preventing crisis**
- **Addressing the climate emergency**

The renewal landscape

The visions and aspirations of both central government and local partnerships like our own are set out in a range of strategies and plans. Even the quickest scan of national thinking in these strategies suggests that system-wide change is needed and probably inevitable.

The **Local Governance Review (Democracy Matters)** highlights a need for greater local control, while the Scottish Renewal Advisory Board, in their report **If Not Now, when?**, states the need for genuine renewal that addresses deeply ingrained structural issues. COSLA, representing local government in Scotland, highlights the need not just to recover from Covid, but to **build back better** (Blueprint for Local Government). The recovery from Covid is now a major national theme, and a key concern centres on the **impact on children and their learning (Equity Audit)**. Work with children and young people is now underpinned by the United Nations Convention on the Rights of the Child (UNCRC). The British Academy has recently summarised **Covid impacts**.

Covid Impacts

- Increased importance of local communities
- Low and unstable trust in governance (less so for local government)
- Widening geographical inequalities
- Exacerbating existing inequalities
- Worsened health outcomes and growing health inequalities
- Greater awareness of the importance of mental health
- Pressure on revenue streams across the country
- Rising unemployment and changing labour markets
- Renewed awareness of education and skills

Source: British Academy

Much of the focus is currently on issues relating to health and social care. **The National Health and Wellbeing Outcomes** reflect wider thinking around people centred services and the need to empower people. Two of the most influential recent reports relate to this - **the Independent Care Review ('The Promise')** and the **Independent Review of Adult Social Care** (often now referred to simply as 'Feeley' after the author). Both reports highlight the need for fundamental national systems change and the importance of prevention.

None of this should be a surprise. As we reach the tenth anniversary of the **Christie Report** (Commission on the Future Delivery of Public Services), it is worth reflecting that Christie came to similar conclusions and made the point that "A cycle of deprivation and low aspiration has been allowed to persist because preventative measures have not been prioritised". A recent review of spending on anti-poverty interventions in Fife shows that we still have some way to go on this, with the bulk of spending being used to support people in crisis rather than for prevention (Figure 3).

Figure 3. Spending on aspects of anti-poverty (%)

This shows that crisis management is still very much at the heart of frontline services.



These strategies point to a different way of working. **The Place Principle** sets out the importance of everyone working and delivering services in a coordinated way around the places where people live. Local Place Plans are being introduced as part of Scottish land use planning reform and the **National Planning Framework** highlights the importance of place quality. Quality of place is reinforced in a number of strategies, from the housing strategy **Housing to 2040** to the town centre planning strategy **A New Future for Scotland's Town Centres**.

The Infrastructure Investment Plan for Scotland 2021-2025 sets out a strategic investment plan based on the vision: 'Our Infrastructure supports Scotland's resilience and enables inclusive, net zero, and sustainable growth'.

Connectedness is also a key theme of national approaches. **20 Minute Neighbourhoods** provides a yardstick for defining the idea of local neighbourhoods as being people centred rather than service centred. In **A Connected Scotland**, strong social connections are seen as a cornerstone of mental health and wellbeing. **The National Transport Strategy** sees connectedness as a major strategic imperative, not only for how we connect, but for ensuring that the way we connect is environmentally sustainable.

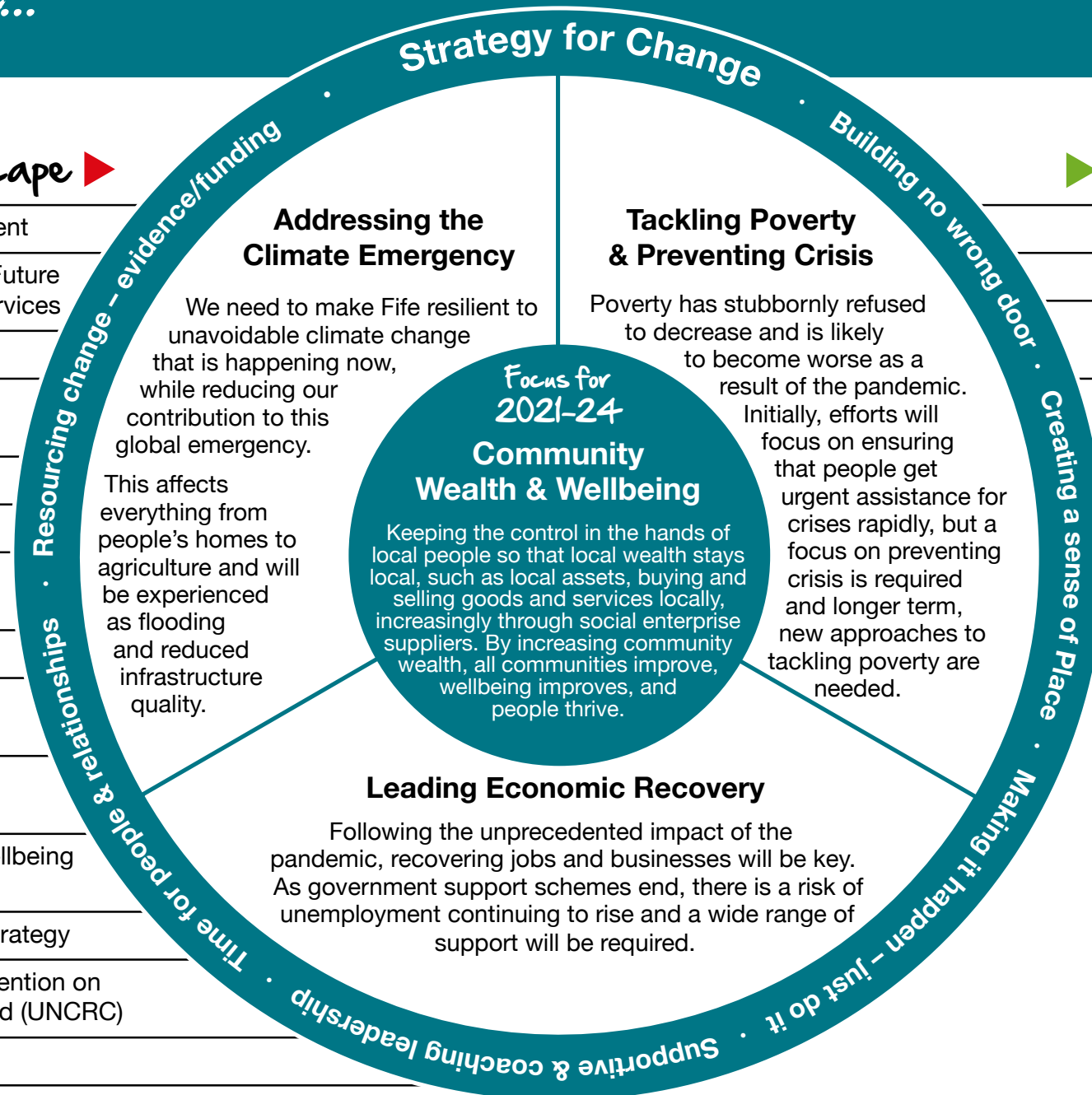
A wide range of strategies exist to improve our environment, collected under the single banner of **Scotland's Environment**, where the importance of partnership working for the environment is stressed. The **Just Transition Commission** report also puts the case for a national mission for a greener Scotland, but also one that is fairer. This highlights that no theme or strategy sits in isolation - it is genuinely a web or ecosystem of closely interconnected work that is required. Nowhere will this be more apparent than in addressing climate change. We also need to ready ourselves for the impact of climate change and do our part in reducing emissions - **Scotland's Climate Change Plan** sets this out.

The economy continues to recover from the impact of Covid-19, and uncertainty around the impact of Brexit remains. **Scotland's Economic Strategy** sets out an overarching bold plan. A cornerstone of the national approach is a focus on cities, in **Scotland's Agenda for Cities**. However, it also provides a challenge for a region that sees itself as more than the hinterland for our city neighbours. The Edinburgh and South East Scotland City Region Deal and the Tay Cities Deal also provide an important regional dimension for the Plan.

Plan4Fife 2021-24 Update at a glance...

Renewal landscape ▶

- Scotland's Environment
- Commission on the Future Delivery of Public Services
- Climate Change Plan
- National Planning Framework
- Democracy Matters
- The Promise
- Scotland's Economic Strategy
- Connected Scotland
- Scotland's Agenda for Cities
- Independent Review of Adult Social Care
- National Health & Wellbeing Outcomes
- National Transport Strategy
- United Nations Convention on the Rights of the Child (UNCRC)
- If Not Now, When?
- Housing to 2040



▶ A Fairer Fife

- Opportunities for All
- Thriving Places
- Inclusive Jobs & Growth
- Community-led Services
- Aligned plans and strategies

Our strategy for change

There are several pivotal changes we need to make in how we work to achieve our priorities, and these will apply across everything we do.

What needs to change?

Building no wrong door

When people reach out to us for help it should be easy for them to do this. All partner services should work together to make sure that processes and systems are better joined up, so that no matter where or how people reach out, they receive the services they need.

Creating a sense of place

Almost all the services and changes we make happen in places, either in a local neighbourhood or in a wider community. Everyone delivering in a place should be working together to make sure that everything is co-ordinated so that the sum of their efforts is greater than their parts.

Place-based solutions need to start with an understanding of the assets, stakeholders and relationships in a locality. The range of people who can and should contribute to solving social problems and creating great places is broad. Building this community capital needs to be a key purpose of community planning.

Making it happen – just do it

During the pandemic, many barriers were removed to speed up delivery. This was a less risk averse approach and led to quicker delivery and greater innovation. We need to reduce the steps required to get things done, empower people to make decisions, make it easier to access decision makers and make sure our support systems and services are aligned to the needs of those delivering services.

Taking time for people and relationships

Our focus should be on supporting people to have control whether in the workplace or in our communities. Recent experience has reinforced the importance of taking time to work alongside people, to build relationships and to develop good networks of support. We know that small empowering interactions between people and service providers can boost a person's psychological resources which can, in turn, increase their ability to overcome disadvantage.

Improving evidence

Effective change needs to be based on much better evidence - to ensure the right things are done from the start and to check that they are delivering the right outcomes. Evidence is essential when applying for resources, including funding.

Our approach

Community wealth building

Our current ways of working are not preventing problems early enough or addressing the economic, environmental, and other challenges we face quickly enough. Community wealth building is a different way to approach improving communities and their wellbeing. It puts people and communities firmly at the heart of everything we plan and on the basis that:

- Preventing problems is more likely when communities are fully involved
- Everyone owns a stake in the local environment and economy, no matter who they are
- Our financial power will work for communities and more of our spending will stay local
- Better use of our land and assets to benefit local people and communities
- Fair employment and labour markets that work for every community
- Improving wellbeing should be a key outcome for everything we do.

Where are we now?

The Covid-19 pandemic has been an unprecedented shock to the UK and Fife economies. During this period, our local environments and community assets have played a key role in community health and wellbeing. As we move from our immediate response to the pandemic, we need to focus on building back through a more inclusive and sustainable approach to economic recovery. Despite a range of interventions and some successes, Fife, and particularly the people and communities of mid-Fife, continue to experience economic challenges. Like other parts of Scotland, our approach to economic development is not achieving the wider social benefits that promote social justice, environmental sustainability, and prosperity for all as part of a wellbeing economy.

Community wealth building is a way to reframe the development of our local economies and environments. It provides a unifying approach to meeting challenges as diverse as economic recovery, wellbeing, poverty, climate action and our aspiration for people and place-based, local leadership.

Over the next three years we will:

- Establish leadership arrangements for taking forward community wealth building
- Develop a community wealth building model of economic recovery and development with a focus on improving wellbeing
- Develop a community wealth building approach to the climate emergency
- Embed local people and place-based approaches across Fife Partnership
- Redesign systems and processes to deliver wider social benefit and wellbeing through procurement, recruitment, fair employment and the use of land and assets
- Expand support for community ownership, social enterprise and community owned businesses through a new business support hub
- Further develop the role of credit unions and the community development finance initiative (CDFI) to support financial resilience and wellbeing

Our recovery & renewal priorities

Our renewal priorities are the cross-cutting themes that we will need to align all our plans and strategies to if we are to achieve our ambitions for Fife.

The overarching approach is based on building community wealth. This is a way of bringing together all we need to do and the changes we need to make.

Leading economic recovery

Across the world the Covid-19 pandemic has had an unprecedented impact on economies. Recovering from this in Fife will require a concerted effort, which recognises that the impact of the pandemic remains uncertain, but is likely to increase as business support schemes to relieve the short-term effects of the pandemic end. Other factors, such as the UK's exit from the EU, will also have an impact.

This means:

- Moving to a community wealth building approach to overcome long-term economic inertia
- Helping our local businesses recover from the pandemic
- Supporting the Fife workforce and our young people through changing circumstances
- Providing strategic investment in our infrastructure e.g. land, housing, education, and transport

What is the current position?

Against a background of difficulties in achieving a step-change in economic improvement, especially in mid-Fife, over many years, the longer-term impact of Covid-19 will increase the challenges we face. These issues are often generational and reach back to changes in Fife's traditional industries decades ago. Therefore, short-term or 'quick-fix' solutions are unlikely to be effective. Pre-Covid it was expected that poverty in Fife would continue to rise. As government Covid-19 relief schemes end, it is anticipated that unemployment and its effects will increase further. There is also uncertainty about how working life may be affected, with more people working from home and changes to existing businesses' operating models that are yet to be fully seen. This means we will need a strong approach to supporting the recovery of the economy while at the same time supporting our workforce and our young people.

What are the main changes and challenges?

- Moving to a community wealth building approach to economic development may pose a challenge for more traditional economic development activity
- Achieving inclusive, net zero, and sustainable prosperity, especially in areas that have been structurally resistant to improvement
- Ensuring that economic activity in Fife is improving faster than the rest of Scotland
- Supporting the Fife workforce through possible changes resulting from new ways of working post-Covid
- Supporting technological and digital innovation together with skills

How we will achieve this:

- Supporting a recovery in business numbers and employment levels
- Promoting investment-led, sustainable, economic growth - particularly in mid-Fife
- Recovery and growth of the tourism sector
- Revived and re-purposed town centres
- Sustaining and improving employment opportunities, especially for young people
- Enhancing and maintaining Fife's infrastructure
- Investing in inclusive digital innovation and skills

Tackling poverty & preventing crisis

While poverty is about people not having the income needed to thrive in their lives, in practice this also drives a range of related issues which, in themselves, can perpetuate the poverty cycle. Lack of funds, difficulties in accessing services, and other issues can lead to crisis, where people need short-term help. However, solutions need to take a longer term, preventative approach.

This means:

- Helping people into employment is the most effective way of reducing poverty
- Poverty can prevent people from obtaining the skills and resilience to find employment or to have the level of health required to hold down a job
- Poverty can affect people's health and wellbeing and their ability to take up economic, social, and educational opportunities

What is the current position?

Poverty appeared to be already increasing in Fife before the Covid-19 pandemic occurred, and its impact is likely to increase poverty levels further. Issues related to poverty are long term and areas of deprivation are closely associated with former mining communities. The mid-Fife area is particularly affected, but not exclusively so, and it is not always easy to clearly define geographic boundaries due to the fact that in-work poverty, debt and fuel poverty are not restricted to traditionally defined deprived communities. We have estimated that most of our effort to address poverty in Fife is directed at dealing with crisis, which could have been prevented. Easier access to, and better design of, services could be a major factor in reducing crisis and helping people move out of poverty. Action to address climate change should also focus on minimising its potential impacts in terms of energy and transport poverty, as well as vulnerability to extreme weather.

What are the main changes and challenges?

- Poverty has been around so long it is almost seen as inevitable - challenging that thinking will be key
- The pressure is often placed on people who need help to find it at a time when they may be struggling to cope
- Poverty is a spiral - the effects of poverty serving to make poverty worse. It is this spiral which needs to be broken

How we will achieve this

- Make it easier to access services through a no wrong door approach
- Challenge stigma and attitudes that can prevent people from accessing the services they need
- Community wealth building approaches can help to break the poverty spiral
- Better intelligence to proactively reach people in need, with a focus on prevention rather than just responding to crisis
- Help people maximise income and remove cost barriers to participation
- Sustainable approaches to basics such as food security and welfare provision
- Develop environmental and cultural strategies for Fife to support community health and wellbeing

Addressing the climate emergency

The changing global climate due to increased atmospheric carbon dioxide will increasingly lead to extreme weather. In Fife, this will be experienced as flooding from rising sea levels and more frequent rainstorms which our infrastructure will struggle to cope with. We need to reduce our emissions longer term and make sure we are better able to cope with these extremes.

This means:

- Our infrastructure, such as sea and flood defences, will need to be upgraded
- Some communities and locations will be subject to greater risks that we will need to adapt to
- Action will contribute to a green recovery as part of the wider community wealth building approach
- Reduce our carbon emissions in line with national targets

What is the current position?

Fife is not immune to the impact of global climate change and early indications, such as increased flooding and changes in natural ecosystems, are already evident. Recognising this, Fife declared a climate emergency in 2019. Our infrastructure was designed for different weather patterns and for a lower sea level. This means that changes in these will have a significant impact. Erosion from both the sea and rainwater will be the main challenge for us and this could occur catastrophically or slowly over time. This has the potential to create crises if preventative action is not taken and to affect a wide range of basic infrastructure such as homes, buildings, roads, tourist locations, farmland soil and the quality of our local environment. It is vital that Fife plays its part by reducing carbon emissions from the fuel we use to the waste we throw out.

What are the main changes and challenges?

- We must work with communities to develop their resilience to the impacts of climate change and to determine what adaptations will be needed for unavoidable climate change
- We need to reduce carbon emissions as part of the global effort to prevent further climate change
- We need to transition Fife's basic infrastructure to be resilient to extreme weather and to have net zero emissions
- The scale of the challenge means action is needed now and at scale

How we will achieve this:

- Generating climate action in communities as part of a community wealth building approach
- Making the changes needed to our buildings, infrastructure and businesses
- Climate adaptation to reduce the impact of climate change in communities and across our assets
- Ensuring we use our environmental capital and finite land resources to prevent the climate emergency and nature emergency

Leadership and delivery

The work to shape this three-year refresh of the plan has highlighted the interdependencies that exist between action needed to tackle poverty, to build and maintain wealth in Fife and to address the climate emergency. Having a shared purpose has been critical to the success of our response to the crisis. Emergencies motivate people in a different way than during normal times. This highlights the risk that, going forward, we could lose the benefits of shared purpose, for example, if individual services start prioritising their work in isolation. This would diminish the long-term benefits of the collaborative approaches that worked so well in crisis.

This is especially important for moving from crisis support to prevention. Evidence supports the need to avoid the potentially detrimental impact on people of services operating in isolation, with different approaches, policies, and ethos.

The response to meeting needs during the pandemic also showed the importance of a leadership culture that supports people and their contributions, that emphasises 'getting things done' and that values relationships and community networks.

Finally, one of the benefits of this short-term reform work has been the opportunity to stand back and review practice through a different lens, in this case, from the crisis response to a pandemic. Innovation, intelligence, data, and evaluation are all critical to the success of our work and will need to be a strong feature of the revised leadership and partnership focus.

The scale of the challenges facing Fife's communities, following the Covid-19 pandemic, points to the need for partner organisations to come together more and to refocus around renewal - providing the clear leadership that will be needed to sustain common purpose, along with a willingness to work across boundaries in order to improve outcomes.

The revised Fife Partnership structure is designed to provide the focus, leadership drive and accountability that will be needed to support the renewal of our public services, through our commitment to community wealth building. It has three features:

- A leadership group with a focus on ensuring the alignment of key plans and strategies, supporting place leadership, and shaping and delivering actions on community wealth building
- Programme leadership boards for each of the recovery and renewal priority areas
- A reporting relationship to the key areas of partnership working, providing a basis for ensuring alignment of delivery plans and strategies. This will require a few changes to existing partnership groups and reporting relationships

People and Place Leadership groups have been established across Fife’s seven local community planning areas, building on models established during the pandemic response. These groups will have a key role to play in ensuring that the delivery of agreed priorities and ambitions is built around effective local leadership and collaboration. Supporting this work will be a key responsibility of the Recovery and Renewal Leadership Group. This will also ensure that local community planning informs the priorities going forward.

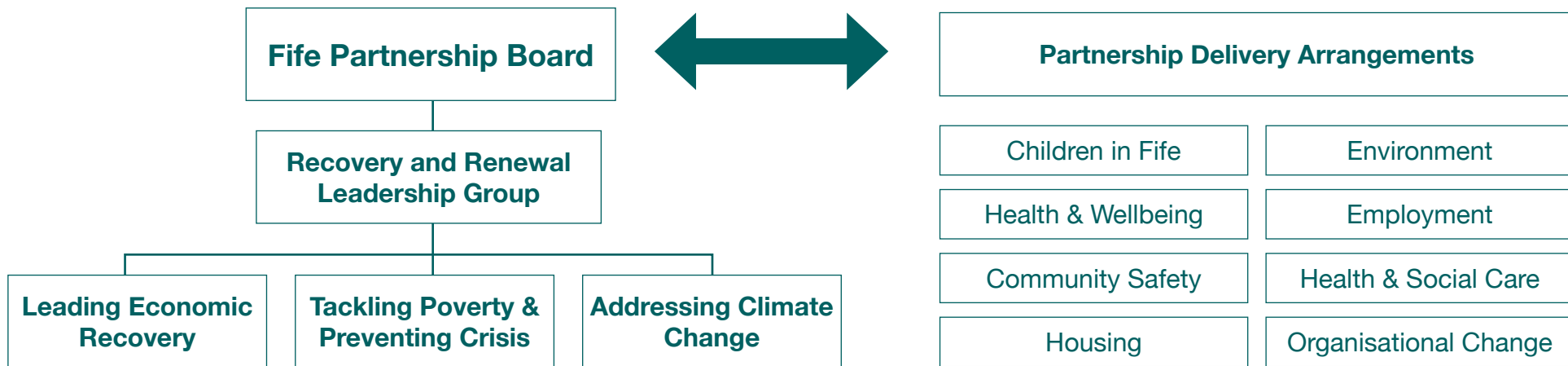


Figure 5: Leadership structure

Aligning our strategies and plans

We will align our key strategies, policies, and plans, including local community plans, with the Plan for Fife. The Renewal Leadership Group will oversee this work.

We will take a careful look at our plans and scrutinise them to ensure that they are in line with our agreed priorities, and that they will bring about measurable change. In some cases, this may highlight the need for a new delivery plan.

We will also review the role and membership of our partnership groups to ensure they have a clear role to play, including overseeing partnership delivery arrangements, providing advice on policy, and ensuring wider partner engagement.

Immediate actions on recovery and renewal, outlined in the following section, are being coordinated through the leadership structure.

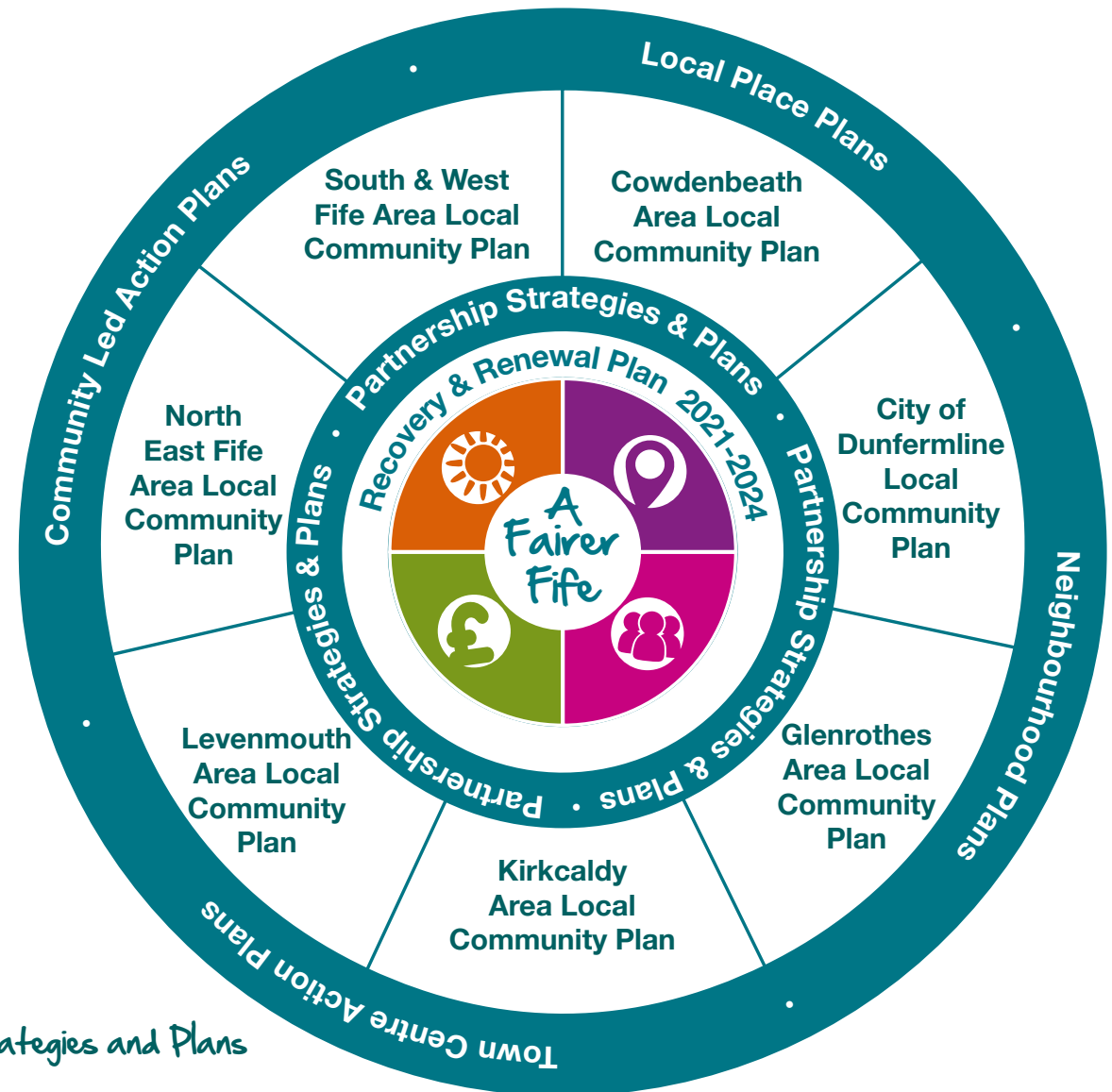


Figure 6: Aligning Strategies and Plans

Our immediate actions

Most of our actions will be delivered through the plans and strategies that the Plan for Fife sits across. However, we also need to take some immediate action to support our recovery from the pandemic and begin to change how we work. As we are still in the pandemic, some actions may change, and others may need to be added as we respond to changing circumstances. Our immediate actions are:

Leadership

- Establish leadership groups for recovery and renewal priorities and develop delivery plans where needed
- Clearly align our delivery plans with leadership and partnership groups
- Develop an environmental strategy and a cultural strategy aligned to the Plan for Fife

Empowering communities

- Improve community voice structures through the Community Learning & Development Plan
- Agree local community priorities through local community plans

New ways of working

- Establish joint planning arrangements for new ways of working
- Invest in collaborative leadership and coaching approaches

Planning for people and place

- Review local community plans
- Review Fife's local development plan to ensure that it is the spatial representation of the Plan for Fife
- Support the development of community place plans
- Embed local People and Place Leadership groups across services and partners

Children and young people

- Provide targeted support to address the impact of the pandemic on attainment and the poverty-related attainment gap
- Promote children's rights and wellbeing through the children's services plan and other plans
- Establish better learning pathways to college, training, volunteering and employment
- Respond to the pandemic's impact on young people's learning, emotional and physical wellbeing

Health and wellbeing

- Address issues of mental health and wellbeing, and associated problems, including drug and alcohol use
- Promote recovery, support, and trauma awareness

Digital

- Invest in the development of digital skills across our communities to ensure that people are digitally capable and connected
- Adopt and innovate in smart technologies to build on the progress made with digital approaches during the pandemic

Economic recovery

- Deliver recovery support to businesses
- Promote investment, particularly in Mid-Fife
- Support tourism and town centre recovery
- Invest in employment and skills, particularly for young people and people furthest from the labour market
- Invest in Fife's strategic development areas

Promoting social and community enterprise

- Expand support for community ownership, social enterprise, and community owned businesses

Assets and investments

- Maximise community benefit from public assets
- Spend at scale on approaches that are shown to work

Increasing local spend

- Conduct baseline assessment of procurement spend
- Maximise community benefit through procurement

Maximising incomes and reducing costs

- Deliver integrated benefits maximisation at key service points
- Remove cost barriers to participation e.g. school, leisure, travel
- Review concessions across Fife services

No wrong door

- Simplify contact and referral processes
- Support and empower front line staff to develop positive relationships with local communities
- Building community food and welfare support networks
- Implement the Fife Food Plan through community food networks
- Develop wraparound support in specific service areas
- Simplify access to welfare funding

Acting on evidence

- Develop a model for identifying what works in addressing poverty
- Use data and project intelligence to deliver better outcomes
- Improve data sharing across the Partnership

Climate resilience and net zero carbon

- Carry out risk and vulnerability assessments to guide investment in climate resilience in Fife's communities
- Develop resilience to the impact of climate change and net zero carbon plans for all public sector assets
- Invest in local climate and biodiversity action, such as green businesses, renewable energy, rewilding, community growing
- Embed climate change in the curriculum at all stages in schools and learning centres

Monitoring progress

To be successful the Plan for Fife needs a robust monitoring framework, to assess and inform discussion on the progress being made.

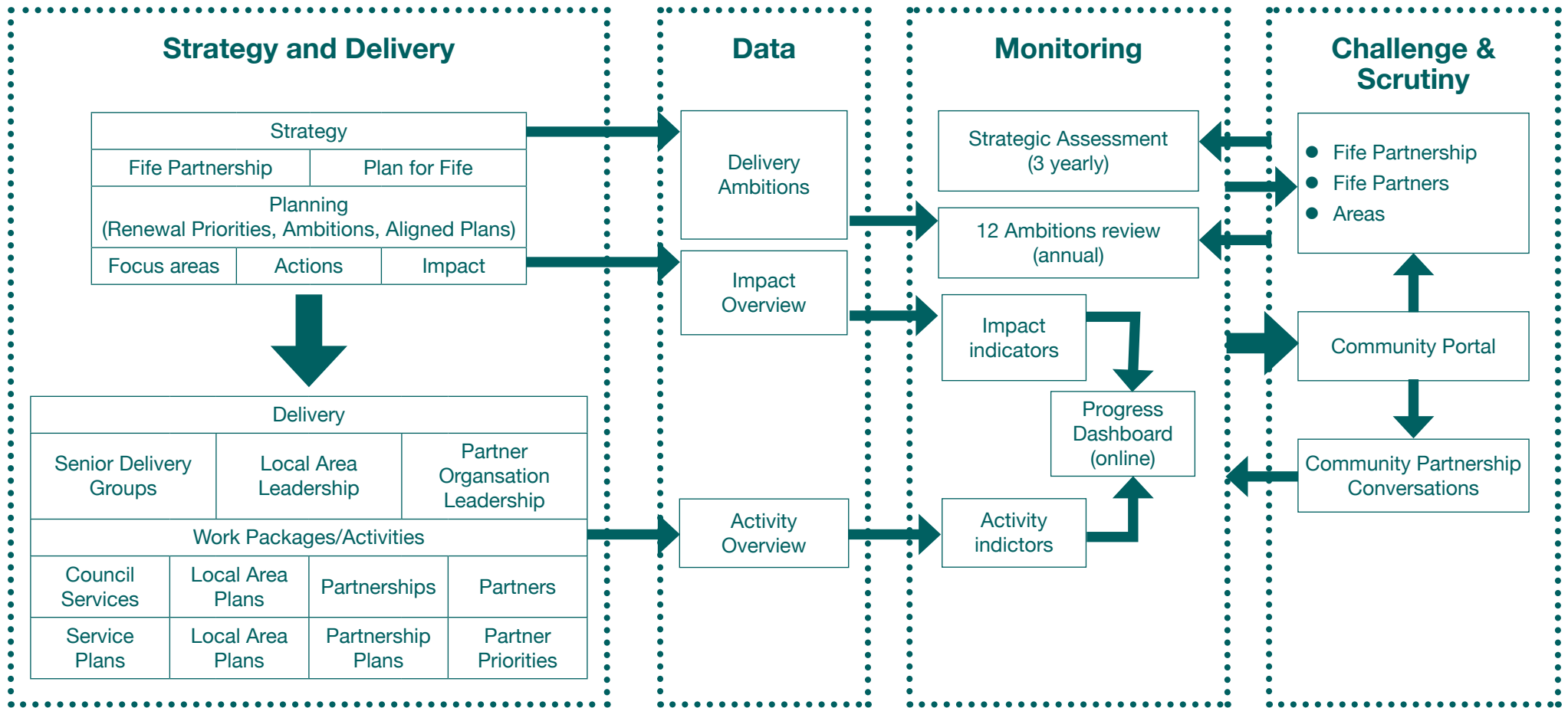
The updated monitoring framework comprises three key elements:

- A three-yearly strategic assessment, including State of Fife indicators
- Annual reviews of progress against the ten-year plan ambitions
- Continuous online monitoring of activity and impact around the recovery and renewal priorities

The collective community and public sector efforts to deliver success, through this plan, will be described through an ongoing narrative and storytelling. Reporting of progress against indicators and measurements will be combined with ongoing news and information about the work and the impact it is having in communities. This will be via established governance routes, notably the Fife Partnership Board, Fife Council committees and reporting by partner organisations to their boards as appropriate. This information will be used in a 'living' way to lead and encourage community conversations, conversations with elected members and partner organisations, and to refine our approaches as required in order to get things right.

A summary of the impact measures for the recovery and renewal priorities and 10-year ambitions is included in Appendix 1. These provide the basis for performance reporting against the plan.

Figure 7: Monitoring framework



Appendix 1. Impact measures

It is important that we are clear what is intended through this plan. Below is a summary of change intentions that have been compiled from the 2017 Plan for Fife, the focus areas reported on since 2017, the main summarising measures in those reports and the review of ambitions in 2021.

Approach and priorities

Desired outcomes	
Community wealth Building	<ul style="list-style-type: none"> ● Increased local procurement ● More Fife employers paying the living wage ● Greater number of social enterprises ● Increased recruitment from under-represented and deprived communities ● More vacant, derelict and contaminated land brought into productive use ● Increase in value of community benefits from procurement
Tackling poverty and preventing crises	<ul style="list-style-type: none"> ● More people's incomes have been maximised ● Lower cost barriers to accessing services ● More sustainable access to food ● More people satisfied with services ● Improved evidence base relating to poverty and crisis

Desired outcomes	
Leading economic recovery	<ul style="list-style-type: none"> ● Business numbers recovered to pre-pandemic levels ● Employment levels back to pre-pandemic levels ● Tourism sector grows back ● Revived and repurposed town centres ● Required strategic investment achieved
Reducing the impact of the climate emergency	<ul style="list-style-type: none"> ● Greater resilience to climate change ● Increased community capacity to tackle climate change ● Reduced carbon emissions



Opportunities for All

Desired outcomes

Fife has lower levels of poverty in line with national targets

- Fewer children in poverty
- Increased household income
- Lower rates of income deprivation
- More households managing well financially
- More households paid above the living wage
- Fewer fuel poor households
- More people with access to sustainable finance
- Increased household food sustainability

Educational attainment continues to improve for all groups

- Improved educational attainment in all groups
- Increased equality of opportunity
- Increased staff confidence in using interventions to close the attainment gap
- More school leavers with qualifications
- More school leavers entering a positive destination
- More businesses engaged to maximise school leaver opportunities
- Increased participation and engagement of children and young people
- Increased access to learning, work, and voluntary opportunities for parents of young children
- More children reaching early developmental milestones
- Increased wellbeing of children and young people

Fife has reduced levels of preventable ill health and premature mortality across all communities

- More integrated and community-based programmes of interventions (particularly for obesity, substance use and smoking)
- More targeted support for carers
- Reduced levels of preventable ill health
- Reduced premature mortality
- Fewer alcohol related hospital admissions
- Reduced alcohol specific deaths
- Fewer drug related hospital admissions
- Reduced drug related deaths
- Improved air quality to meet prescribed standards to reduce preventable ill-health
- Improved achievement of personal outcomes in health and social care services
- More people can look after themselves to live in good health longer
- Increased number of people reporting positive experiences of using health and social care services
- Improved mental health
- Improved trauma awareness across services



Thriving places

Desired outcomes

Everyone has access to affordable housing options

- Increased access to affordable homes
- Reduced homelessness
- Less sub-standard private sector housing
- Shorter waiting time on the Fife Housing Register
- Increased public knowledge of housing choices
- More homes meet net zero carbon standards

Fife's main town centres stand out as attractive places to live, work and visit

- Improved perception of town centres as attractive places
- Increased town centre investment
- More vacant, derelict and contaminated land in town centres brought into use
- Fewer derelict buildings

All our communities benefit from low levels of crime and anti-social behaviour

- Reduced crime and anti-social behaviour
- Reduced levels of harm
- Reduced levels of violence and abuse against women and children

Every community has access to high quality outdoor, cultural and leisure opportunities

- Greater participation in physical activity by all age groups
- Increased footfall across all facilities
- Increased concessionary attendances
- Increased membership take-up for leisure schemes
- Increased participation in cultural life
- Increased participation in outdoor recreation
- Increased satisfaction with outdoor, cultural and leisure opportunities



Inclusive jobs & growth

Desired outcomes

Economic activity and employment in Fife is improving faster than in the rest of Scotland

- Increased economic activity
- Higher employment level
- Higher improvement rates than the rest of Scotland
- Increased national and international markets for Fife businesses
- Increased investment in the green economy
- Increased investment in the STEM (Science, Technology, Engineering and Maths) related businesses
- Increased apprenticeships
- Reducing health barriers to work
- Improved business connectivity (especially transport, digital and workforce mobility)

Economic activity and employment in mid-Fife is catching up with the rest of Fife and Scotland

- Reduced claimant rates in mid-Fife (Kirkcaldy, Levenmouth, Cowdenbeath and Glenrothes)
- Lower poverty in mid-Fife
- More businesses in mid-Fife
- Improved skills level in mid-Fife
- Increased number of apprenticeships in mid-Fife

Fife has year on year increases in visitor numbers and tourism spend

- Increased investment in tourism
- Increased use of natural, cultural, and historical assets for tourism
- Increased number of tourists
- Increased spending from tourism
- Increased tourism-related businesses



Community led services

Desired outcomes

Our public services are more joined up and acting 'one step sooner'

- People consider services are more joined up
- Reduced demand for crisis services
- Reduced levels of need evidenced by lower demand for social care services through preventative approaches across all sectors

Fife's communities and individuals are more involved in local decision making and in helping to plan and deliver local services

- More people involved in local community planning and locality planning
- More people involved in land use planning
- Greater numbers of people involved in planning and delivering services
- More community-based models of social provision

Plan for Fife 2021-2024 Update



Alternative Formats

Information about Fife Council can be made available in large print, braille, audio CD/tape and Gaelic on request by calling **03451 55 55 00**



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