

Fife Partnership Board

Due to Scottish Government Guidance relating to Covid-19,
This meeting will be held remotely

Tuesday, 23rd February, 2021 - 10.00 a.m.

AGENDA

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<p>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.</p>
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16 February, 2021

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FIFE PARTNERSHIP BOARD – REMOTE MEETING

17th November, 2020

10.03 a.m. – 11.34 a.m.

PRESENT: Councillors David Ross (Chair), David Alexander and Dave Dempsey; Steve Grimmond, Chief Executive, Fife Council; Tricia Marwick, Chair of NHS Fife Board; Dona Milne, Director of Public Health, NHS Fife; Fiona McKay, Head of Strategic Planning Performance and Commissioning, Health and Social Care Partnership (substitute for Nicky Connor); Mark Duffy, Group Commander, Fire Scotland (substitute for Mark Bryce); Prof Brad MacKay, Vice-Principal, St Andrews University; Lynne Cooper, Regional Engagement Partner, Scottish Enterprise, (substitute for Elaine Morrison); Anna Herriman, Senior Partnership Manager, SESTRAN (substitute for Jim Grieve) and Kenny Murphy, Chief Executive, Fife Voluntary Action.

ATTENDING: Michael Enston, Executive Director – Communities; Tim Kendrick, Community Manager (Development); Samantha Pairman, Policy Officer Communities and Neighbourhoods; Gordon Mole, Head of Business and Employability, Economy, Planning and Employability Services; and Michelle Hyslop, Committee Officer, Legal and Democratic Services.

APOLOGIES FOR ABSENCE: Carol Potter, Chief Executive, NHS Fife; Chief Superintendent Derek McEwan, Police Scotland; David Crawford, Senior Operations Leader, Department of Work and Pensions and Sue Reekie, Chief Operating Officer, Fife College.

90. MINUTE OF FIFE PARTNERSHIP BOARD MEETING OF 18TH AUGUST, 2020

The Board considered the minute of meeting of the Fife Partnership Board of 18th August, 2020.

Decision

The Board approved the minute.

91. COVID-19 VERBAL UPDATE

The Board considered COVID-19 verbal updates from Fife Partnership organisations detailing the four harms approach and current progress on mitigating harm.

Partners were reminded to continue with physical distancing measures and encouraged to remind the general public to maintain the recommended 2 -metre social distancing.

Partners noted that it is important to continue to provide key messages to the public and acknowledged there would be added pressures over the winter period and months ahead.

The/

The chair and partners extended their gratitude to all services for the hard work achieved during the pandemic and thanked services for following public health advice and guidance.

The Chair on behalf of the Lord Provost of Fife acknowledged the contribution and effort people had made to support their communities through Covid-19. It was recommended that the Fife Partnership Board arrange a special, one off, Fife Community Spirit Awards for 2020.

The awards would recognise the extraordinary contribution of individuals and organisations supporting the people of Fife through Covid-19 in 2020. Everyone in Fife would be able to nominate a member of the public or worker should they wish. Those who submit a nomination would be asked to include a short paragraph detailing why they think this person should be recognised. Everyone who was nominated and verified would receive a certificate from the Lord Lieutenant or the Provost. The window for nominations would open before Christmas and close in January, 2021. All nominations would then be assessed against a set of agreed criteria by multi-agency panel and the awards announced in February/March 2021.

92. LEADING ECONOMIC RECOVERY

The Board considered a report by the Head of Business and Employability, Fife Council outlining current progress of the Leading Economic Recovery reform workstreams associated with member working groups.

Decision

The Board:-

- (1) noted current progress in addressing economic recovery; and
- (2) considered areas where partners could contribute towards further partnership engagement set out within section 3 of the report.

93. TACKLING POVERTY AND CRISIS PREVENTION

The Board considered a report by the Executive Director of Communities, Fife Council, outlining current progress on Tackling Poverty and Crisis Prevention as part of the reform workstream.

Decision

The Board:-

- (1) considered and commented on the current work that had been carried out as part of the reform workstream in regard to the two main areas of focus; and
- (2) outlined areas that required further partnership engagement.

94./

94. REFORM AND RECOVERY UPDATE

The Board considered a report by the Community Manager (Development), Fife Council, providing partners with an update on Fife Partnership's agreed reform and recovery priorities.

Decision

The Board:-

- (1) considered and commented on current work that had been carried out in order to take forward the outlined reform areas; and
- (2) noted the opportunity for further partnership engagement.

95. PLAN FOR FIFE: PARTNERSHIP GROUPS REVIEW

The Board considered a report by the Community Manager (Development), Fife Council presenting partners with a summary of the responses from Fife Partnership Groups in regard to the current working arrangements towards the three-year review of the Plan for Fife, and the work carried out around reform and recovery. The responses would contribute to a wider review of the partnership arrangements, to consider whether the current arrangements for delivery leads, partnership groups and thematic reporting had worked effectively in advance of the Plan for Fife ambitions.

Decision

The Board: -

- (1) considered the various responses provided as part of the wider considerations and the effectiveness of the current partnership delivery and reporting arrangements in order to achieve the Plan for Fife ambitions over the past three years.;
- (2) agreed that further assessment work was required to be undertaken in order to identify:-
 - if the current approach of the delivery leads, thematic reporting and partnership groups was fit for purpose in delivering the next three-year revision of the Plan for Fife;
 - any gaps or overlaps in the current partnership arrangements; and
 - any changes required to be made to the current partnership delivery structure by ensuring that the Plan for Fife ambitions are achieved
- (3) agreed that all partnership groups would feed into the work on the five reform and recovery priorities and assist in the development of the revised Plan for Fife in April 2021.

96. PLAN FOR FIFE: PROPOSALS FOR THE THREE-YEAR PLAN FOR FIFE REVIEW

The Board considered a report by the Community Manager (Development), Fife Council outlining the proposal for the three-year review of the Plan for Fife; aimed at building on the reform and recovery planning work across the partnership regarding the Covid-19 pandemic.

Decision

The Board considered and commented on the proposed approach to the three-year Plan for Fife Review as detailed in the report.

97. DATE OF NEXT MEETING

Decision

The next Board meeting scheduled for Tuesday 23rd February, 2021 at 10.00 am shall be held remotely, as necessary, subject to Scottish Government advice on Covid-19.

23rd February, 2021

Agenda Item No. 04

Reform and Recovery in Fife

Report by: Michael Enston, Executive Director – Communities

Wards Affected: All Wards

Purpose

This report introduces the conclusions from work undertaken over the past six months to shape Fife's recovery from the impacts of the pandemic.

Recommendation(s)

Specific recommendations are contained within the reports of the areas previously agreed as the priorities for recovery and reform. A number of the reports identify proposed changes to leadership and governance within the Plan for Fife. These are addressed in a separate paper to the Fife Partnership.

Resource Implications

There are no immediate budget implications in considering the recommendations in these reports. The reports do identify changes and issues which will require investment of staff and financial resource to make progress and help realise the respective outcomes. The profile of this investment will be shaped as this reform work develops through the proposed next steps.

Legal & Risk Implications

There are no specific legal and risk implications.

Impact Assessment

An impact assessment will be undertaken as part of the development of the next three-year Plan for Fife.

Consultation

The conclusions on each of the five reform priorities have been developed through service and elected member discussions and with the involvement of partners.

1.0 Background

1.1 In summer 2020 Fife Council and the Fife Partnership reviewed the experience of the response to the pandemic crisis in Fife and proposed that the three-year refresh of the Plan for Fife should be shaped by consideration of a number of recovery and reform priorities:

- Tackling Poverty and Crisis Prevention
- Leading Economic Recovery
- Community Wealth Building
- Climate Change and Green Recovery

1.2 Work on each area has been taken forward within a framework set by the Council involving informal elected member working groups supported by staff from the Council and partners, and involving consultation, where relevant, with partnership groups. This framework also established review work looking at recovery and reform in a number of specific areas, including Education, Transport and Community Leisure. The Council also agreed a further priority looking at how services could build on the flexibility, technology and collaborative working which has been so central to the effectiveness of the pandemic response. These will be reported to the Policy and Coordination Committee separately.

1.3 Clearly, Covid-19 has had an unprecedented economic and social impact, the full scale of which has yet to fully emerge. The pandemic has, and will continue to have, a major impact on Fife's communities, economy, businesses and services. As part of this work on recovery and reform the Council worked with Scottish Government in commissioning the Centre for Local Economic Strategies (CLES) to look at how Fife could develop a stronger approach to community wellbeing and economic development. Their report summarises our collective challenge as follows:

First, the implications of the coronavirus pandemic are likely to affect life outcomes for people for some time after it concludes. 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 health, jobs, poverty and inequalities.

Second, a significant inequality gap remains between Fife's most and least deprived communities. Progress in closing this gap has shown variable results, but it is clear that it remains and is resistant to significant change.

Third, regarding deprivation, Fife continues to track national trends in income and employment deprivation but is showing a rise in health deprivation. Overall, Fife shows a small rise in its share of Scotland's most deprived areas. Whilst the main areas for concern are within mid-Fife, pockets of deprivation exist across the region such as in the ex-coalmining towns of west-Fife. Child poverty is also a particular issue in Fife, with levels above the Scottish average.

Fourth, the economic picture across Fife is mixed, but there are concerns that in some key areas such as the number of jobs per person, Fife is falling behind both Scotland and the UK. Some areas, such as tourism, have performed well in recent

years, but with the continued unpredictability of the coronavirus pandemic and potential impacts resulting from EU exit, these may present further challenges for even the strongest sectors of the Fife economy.

Finally, the declaration of a climate emergency underlines all of the above. This is a major strategic challenge which cuts across many outcomes. Although Covid-19 has led to the largest global fall in emissions since the second world war,¹⁰ the sobering truth is that even a controlled shutdown of the global economy has not led to the 7.6% annual reduction we need to meet the global target of keeping warming below 1.5°C. As it stands, our global economy remains on a path to manmade destruction.¹¹ Whilst the response to this crisis will have to be vast, working at the national and global level, the importance of the local dimension must not be ignored. The impacts of climate change happen in real places to real communities. Rather than waiting for enlightened action from national government, Fife must therefore be at the forefront of protecting its interests and communities; and must do so urgently.

Report Community Wealth Building in Fife, CLES Jan 21

2.0 National Context

- 2.1 On 9th June 2020, the Cabinet Secretary for Communities and Local Government and the Cabinet Secretary for Social Security and Older People announced the creation of a Social Renewal Advisory Board. The Board was tasked with making proposals to renew Scotland, as it emerges from the pandemic, focused on reducing poverty and disadvantage, advancing equality and embedding a human-rights based approach.
- 2.2 The Board's final report, 'If not now, when?', was published on 21st January. It aims to be ambitious in its recommendations while recognising that the response to the pandemic has shown that swift and radical action can be taken when it is needed most. The report contains twenty 'Calls to Action' (appendix 1) to address the harms created by the pandemic and the inequalities facing people and communities.
- 2.3 The Calls to Action were shaped by the way in which people and communities, government, organisations and businesses have responded to the pandemic. The report states that the Board was not set up to suggest small improvements to make some things better and some things "less bad", but rather to accelerate system change.
- 2.4 In summary, the 'If not now, when?' report is described as a 'Call to Action' for a fair and equal society underpinned by a commitment to human rights and economic justice. It seeks to build on the principles of the [Christie Commission](#) and challenges all spheres of Government, the wider public sector and third sector organisations 'to do more' to ensure the right approaches, culture and values alongside sharing power more equally and directly.
- 2.5 These themes have been taken forward through the recovery and reform work in Fife building on the existing Fairness ambitions of the Plan for Fife and identifying the key changes needed as we seek to build back from the experience of responding to the pandemic.

3.0 Reform and Recovery - Key Themes

- 3.1 The pandemic has underlined the willingness and ability of communities to work together, grounded in a clear sense of 'place'. The success of local, community-based responses has underlined the importance of, and opportunities for, giving greater emphasis to community-based solutions when tackling poverty, building future economic success and addressing climate change.
- 3.2 To support these approaches, it will be important to build a strong framework for local place leadership, helping to ensure that more decisions can be taken locally through collaboration across a range of services and partners and in line with community priorities.
- 3.3 The reform work has highlighted the clear linkages and interdependencies that exist between action that is needed to tackle poverty, to build and maintain wealth in Fife and to address the climate emergency. Not only will this help build and maintain wealth in Fife's communities, but it should also lead to greener, more sustainable local economies.
- 3.4 While the pandemic has highlighted the importance of services working closely with communities to provide an effective local response, it has also re-emphasised the need to make a more decisive shift to prevention. This is illustrated in particular through the analysis of anti-poverty spend and the feedback from front line workers that the needs which they are responding to are not simply a consequence of the pandemic.
- 3.5 The response to the pandemic has required a major increase in levels of crisis services, including welfare payments, advice and food provision within local communities. Additional funding has supplemented existing budgets that are aimed at addressing poverty in Fife. However, it can often be difficult to demonstrate a clear relationship between policy intent, funding choices and impact on outcomes. There is a need to improve the evidence base for developing policy and assessing impact
- 3.6 The response to community need during the pandemic has demonstrated the importance of building a strong culture, promoting behaviour change and empowering staff and communities when developing sustainable, community-based responses in relation to poverty, the economy and climate change.
- 3.7 The scale of the challenge facing Fife's communities following the Covid-19 pandemic points to the need for partner organisations to refocus around renewal and provide clear leadership to support common purpose across the system as a whole. The current three-year refresh of the Plan for Fife provides the opportunity to provide this clear focus in the context of the 10-year Plan for Fife ambitions. It will be important to review existing partnership arrangements to:
 - Clearly align priority outcomes with leadership, governance and delivery arrangements;
 - Enable local 'people and place' approaches, building on learning from the pandemic response; and
 - Provide regular and timely reporting on the delivery of outcomes to enable activity and resources to be effectively reviewed and targeted.

4.0 Reform and Recovery - Short Term Actions

- 4.1 The recommendations from each area of reform would lead to a number of specific actions by the end of June 2021. These are summarised in the table below. A draft three-year Plan for Fife is also in preparation, drawing on the work from this recovery and reform process.

Reform theme	Activity
Community Wealth Building (CWB)	Prepare delivery plan following consideration of CLES report recommendations Engage with anchor and financial institutions and key companies on CWB approach
Tackling Poverty and Crisis Prevention	Agree leadership plan to support new place approach Initiate a Fife Food and Welfare Support Plan Initiate test of change in one area around service redesign and commissioning Conclude work on referral and contact support processes Develop concessions and cost reduction scheme
Tackling the Climate Emergency Reform	Develop Climate Emergency Priority Action Areas Assess Green aspect of new ways of working, use of buildings and food sustainability
Leading Economic Recovery	Implement Leading Economic Recovery Six-Point Action Plan

5.0 Leadership and Governance

- 5.1 As noted at section 3.7, the three-year refresh of the Plan for Fife provides a valuable opportunity for the Fife Partnership to review its leadership and governance arrangements to meet the challenges posed by the Covid-19 pandemic and the intention to 'build back better'.
- 5.2 Review work undertaken with strategic partnerships over the past few months suggests that there is scope to improve alignment between the strategic intent of the

Plan for Fife and existing partnership arrangements. For example, it is not always clear which strategic partnership has primary responsibility for the delivery of Plan for Fife ambitions. Similarly, strategic partnerships do not always consider delivery of Plan for Fife ambitions to be their primary role. Because of this, there is a lack of clarity about both leadership and accountability for the delivery of Plan for Fife ambitions.

5.3 It is therefore proposed that

- a) the revised Plan for Fife is developed as a renewal plan for Fife, focussing on a small number of priorities to drive forward change over the next three years;
- b) revised delivery arrangements are put in place to oversee these renewal priorities; and
- c) other partnership arrangements are reviewed to ensure clear alignment between the Plan for Fife ambitions and the partnership delivery arrangements, along with regular reporting on delivery to the Fife Partnership Board.

6.0 Resourcing Reform

- 6.1 Most of the work summarised in the reform reports has been undertaken over a relatively short period of time requiring the commitment of many people at a time when their primary focus has been on responding to the continuing challenges of the pandemic. Work has been taken forward at pace and through a process of informal dialogue which has worked well. It does mean however that the work behind these reports has not finished and that in some regards the reports will be incomplete in relation to implementation. Their contribution at this point is to the direction and focus of Fife's recovery and to the underlying ambition of building back differently.
- 6.2 For these reasons the reports do not at this stage identify budget and resource implications. Clearly there will be resource implications to deliver and sustain the reforms proposed, to develop new approaches or to address continuing challenges currently mitigated through temporary and grant funding. It does not follow that this would necessarily require additional funding. The focus of much of this reform work concerns changes to current approaches, the emphasis on prevention and the need to continue to engage with assets and resources within communities and across the public, private and voluntary sector in Fife.

List of Appendices

- 1. Social Renewal Advisory Board – Calls to Action

Background Papers

The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act, 1973:

- Community wealth building in Fife - Final report, CLES, January 2021

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Appendix One

SOCIAL RENEWAL ADVISORY BOARD – CALLS TO ACTION

MONEY AND WORK

1. Commit to a Minimum Income Guarantee for all as a long-term aim.
2. Develop a person-centred approach to personal debt that is designed around the needs of the individual.
3. Work in partnership to develop a new social contract on Fair Work.
4. Focus Fair Work actions on those most affected by the pandemic.
5. Extend free early learning, childcare and social care so all parents and carers can access the childcare they need, when they need it.

PEOPLE, RIGHTS AND ADVANCING EQUALITY

6. Incorporate the right to an adequate and accessible home in Scots Law.
7. Make sure there are enough homes that are safe, warm, accessible, affordable, and in places people want to live.
8. Ensure everyone can access nutritious, appropriate and affordable food.
9. Set a target to end digital exclusion in the next parliamentary term.
10. Adopt the principles of Universal Basic Services.
11. Incorporate key international human rights instruments into Scots Law so as to deliver real change.
12. Take action to realise the human rights of disabled people.
13. Build inclusive communication into all national and local government funding requirements.
14. Strengthen approaches to prevent and address hate crime and public sexual harassment.
15. Apply the rights and entitlements in this report to all migrants.

COMMUNITIES AND COLLECTIVE ENDEAVOUR

16. Further shift the balance of power so individuals and communities have more control over decisions that affect their lives.
17. Improve service delivery and design by empowering frontline teams and the people and communities they serve.
18. Build on new ways of working, based on what has worked well during the pandemic, and develop new arrangements for local governance.
19. Focus all and everyone's activities on building more resilient, fairer, healthier and stronger communities and places

CLOSING THE GAP BETWEEN PROMISE AND PRACTICE

20. Co-design how we assess progress towards renewal, incorporating deeper engagement with those people and communities who have first-hand experience of poverty, inequality and restricted life chances.

23rd February 2021

Agenda Item No. 04 B

Tackling Poverty and Crisis Prevention

Report by: Michael Enston, Executive Director (Communities)

Wards Affected: All Wards

Purpose

The recommendations in this report have been developed from research findings and discussions at the Tackling Poverty & Crisis Prevention Elected Member Working Group and a Project Group, as well as feedback from services, groups and individuals on the experience of supporting people during the pandemic.

Recommendation(s)

- (i) Agree the proposed People and Place local arrangements as the building block of a stronger community led approach.
- (ii) Agree to the redesign of relevant service, contact and referral arrangements in line with the ethos of a no wrong door approach and to the adoption of a test of change in one area of Fife.
- (iii) Note that a Fife Food and Welfare Support Plan be submitted to the Communities and Housing Services Sub Committee by May 2021.
- (iv) Note the conclusions on current funding and recognise that further work will be undertaken to improve the evaluation of impact, co-ordination of funding and balance between crisis support and investment in prevention.
- (v) Agree the development of a full concessions and cost reduction scheme.
- (vi) Agree the need for revised leadership arrangements to improve local support, strategic overview and profile of anti poverty and crisis prevention work.

Resource Implications

Resource Implications (replace).

Legal & Risk Implications

There are no specific legal and risk implications associated with this report.

Impact Assessment

An Equalities Impact Assessment has not been completed and is not necessary at this stage, as the proposals within the report do not currently represent a change to policy.

This report has been developed through partner and service discussions, consultation with individuals and groups involved in the community response to Covid 19 and consideration by the elected member working group of the Community and Housing Services Sub-Committee.

1.0 Background

- 1.1 The aim of the reform work was to build on lessons learned from the initial response and community support provided during the Covid-19 crisis and set out how those lessons could be developed into practice going forward.
- 1.2 This was not a review of Fife's overall approach to tackling poverty and did not set out to look at the effectiveness of individual policy initiatives. The report of the Fairer Fife Commission in November 2015 had set the agenda which the Council and Fife Partnership have pursued, with progress across a range of recommendations reported through the Plan for Fife and more recently the joint reporting on the Local Child Poverty Action Report.
- 1.3 This report focuses on lessons learned from the pandemic and considers how these might be built into the way the system of support operates. To help do this, the Communities and Housing Services Sub-Committee Working Group and the cross-service Project Team sought the views of people involved in the community response, commissioned specific pieces of research and looked at case studies and projects in Fife and elsewhere.
- 1.4 The evidence from this work suggests that the existing system could operate more effectively in ensuring the right type of help, in the right way and at the right time. This requires greater collaboration between services locally. The overall theme is how to build on the opportunity to both accelerate and strengthen a shift towards collaborative and joined up support to individuals and families through an approach which values and helps sustain local and informal networks of support.

2.0 Covid-19 and Community Need

- 2.1 The response to the pandemic has demonstrated the benefits of staff working together with a shared focus. In our consultation, respondents noted the positive change in culture during the pandemic. The collaborative effort across services brought with it a sense of power to effect change. This was often linked with an ethos of getting things done with fewer boundaries and a strong sense of mutual support. This was often enabled by rapid changes in our service provision sometimes requiring us to set aside existing systems and processes. These changes allowed people and the organisations they work for to respond flexibly and with empathy.
- 2.2 Communities themselves have played a key role in responding to the emergency. A wide range of local resilience groups, community groups and volunteers have provided a fast and flexible response to meeting local needs. This community effort underlines the importance of putting communities at the heart of future recovery and reform plans.
- 2.3 However, long standing challenges remain. Before the pandemic, 58% of Fifers were managing well financially while 32% were getting by alright. 8% don't manage well while 1% are in deep financial trouble. This is similar to Scotland as a whole (Scottish

Household Survey, 2019). Since then, the pandemic has undoubtedly had a negative impact on many household's finances in Fife.

- 2.4 Poverty remains a major issue in Fife and, despite an ambition to improve this and some encouraging results, overall, we are not seeing significant progress and there may even be signs that in some respects the situation is getting worse. For instance, levels of child poverty are higher than expected relative to the rest of Scotland and this is expected to increase.
- 2.5 The drivers of poverty are complex and long standing, the factors at work are deeply intertwined, meaning that it is not possible to pinpoint single root causes for poverty. However, some key factors give an indication of the issues. For instance, the employment rate in Fife (75.2%) is higher than the Scottish average (74.1%) but a higher proportion of those (20.8%) earn below the living wage compared to Scotland (19.4%). A review of the ambitions in the Plan for Fife (Fife Strategic Assessment) suggests that we are not on track to make an ambitious impact on poverty and the subsequent effect of Covid-19 exacerbates this.
- 2.6 It is clear that we are facing a combination of social and financial challenges that are driving the need to re-think approaches to supporting community wellbeing. Over the last ten years, public services have come under increased pressure, both financially, from the implementation of austerity measures, including a series of welfare reform changes, and socially, from increased need and demand for mitigation and crisis services. It has proven very difficult in that environment to realise the Christie Commission on Public Service Reform ambition for a major shift toward prevention and investment in the kind of support which might avoid crisis.
- 2.7 The front-line experience over the last year is that lots of people who required assistance had long-term, existing needs, illustrating the need for services and support that tackle disadvantage earlier to prevent further decline. The need for a different approach is not therefore simply a consequence of the pandemic. This has been recognised in national research into what works and a number of Councils including Fife have adopted community led approaches which recognise the need for a change in the way in which public services operate.
- 2.8 The experience of the pandemic does provide an opportunity to reflect on how public services work with people to provide support and enable lasting change. A theme from experience and successful service redesign elsewhere is the importance of building change on an understanding that:
 - Our work is about supporting people to have control and improve their own quality of life
 - Small empowering interactions between people and service providers, at key moments, can potentially boost a person's psychological resources which can, in turn, increase their ability to overcome disadvantage.
 - Place-based solutions work especially when they start with an understanding of the assets, stakeholders and relationships in a locality and build from there, recognising that how success is defined and pursued might look very different in different places.
 - The range of people who can and should contribute to solving social problems is broad. Building this "community capital" needs to be a key purpose of community planning.

- 2.9 We consider below how existing practice might change by drawing on these principles and building from the experience of the community response to Covid-19 to provide a renewed common purpose to tackling poverty in Fife.

3.0 People & Place - The Community Team

- 3.1 The pandemic has shown the will of communities to work together. This has been grounded very much in a sense of place rather than through any particular service or area of work. Fife has experience in place-based approaches and has worked through decentralised approaches for a long time. Reviews of decentralisation in Fife have however often highlighted a disconnect with service and partner alignment of strategy and resource.
- 3.2 This aspect had been the subject of a recent review through the existing Plan for Fife. In considering the conclusions of this work, the Council Leadership Team in March 2020 had proposed the adoption of a number of principles through which to strengthen the approach to decentralisation and place leadership. These are set out in the graphic below:

Figure 1: Place Leadership Service Commitment

As Council Services, we will:



- 3.3 Historically, area management had focused more strongly on fostering collaboration and common purpose around particular aspects of place, e.g. regeneration efforts, community assets, green space, town centre development. People focussed place initiatives tended to be organised more through professional networks within Children's Services or Social Care. The response to the pandemic involved a blurring of these distinctions toward a single team approach to providing support – the Multi-Disciplinary Team (MDT).
- 3.4 The MDT approach, which was established in each of the seven areas, has been recognised as key to the effectiveness of Fife's crisis response to the pandemic. In June 2020, the Council reviewed the initial experience of the Covid-19 response and noted that MDTs were a key contributor to nurturing a common purpose, clear focus and appetite to remove barriers. Respondents to the consultation on the impact of Covid-19 on local communities and services highlighted the importance of MDTs being part of a wider system of learning, innovation and scaling up effective local responses.
- 3.5 The conclusion from the response to the pandemic and the way area teams operated is that services were better engaged, there was improved information sharing, better links with third sector and community organisations and more effective informal working supported by frequent and short virtual meetings. The message is clear and

supports the previous conclusions on the need for effective place and people leadership arrangements.

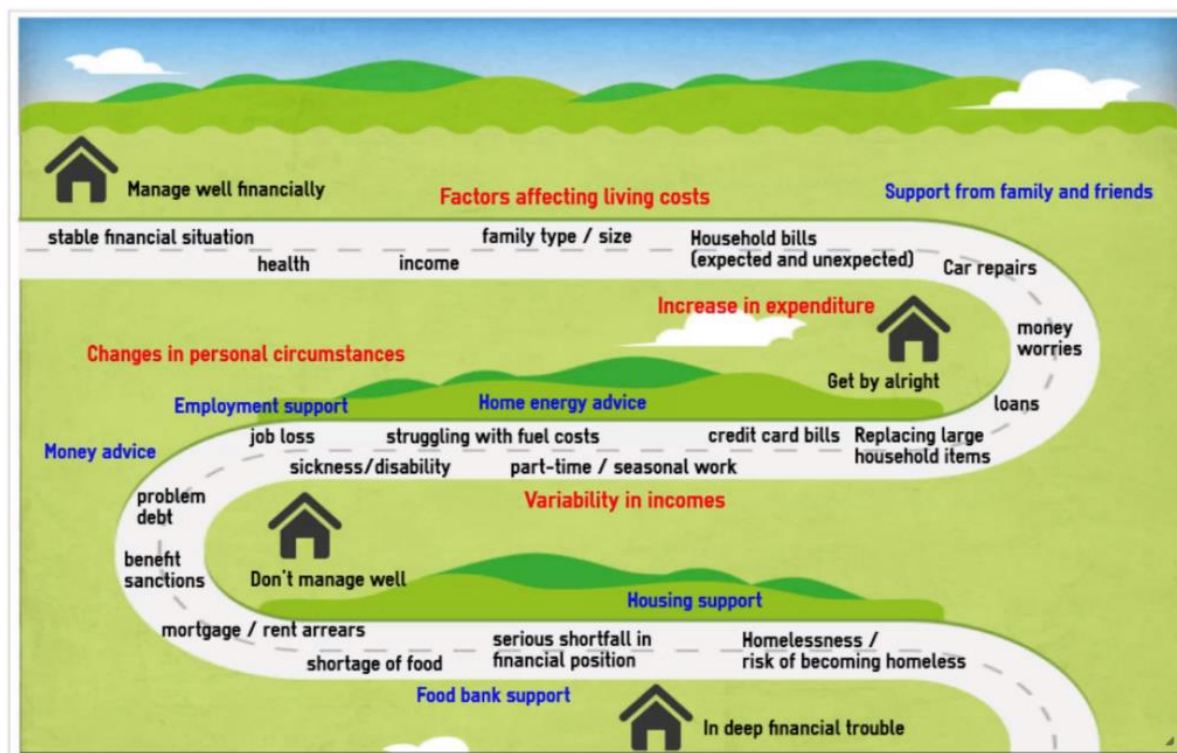
- 3.6 Our evolution from the experience during the pandemic should therefore be based on a recognition that a 'people' and 'place' approach is the underpinning reform, which should be central to service recovery plans and to our work with community planning partners.
- 3.7 A 'people' and 'place' approach is predicated on whole system change and, as such, requires large scale intervention. This requires us to:
- consider complex issues from multiple perspectives as part of a *whole area approach*
 - *challenge culture and practice* which holds us back
 - invest in *local leadership* to drive improvements in outcomes
 - design and deliver services in a way that is more *responsive to the needs of people and communities* – and in a more streamlined and efficient way
 - *re-weave national policies together with local priorities* and implement them within the constraints and opportunities of a local operating context.
- 3.8 People focussed local leadership would be expected to become the norm in each area with services and partners committing to work through a "community team" multi-disciplinary approach. This will be supported by partners as a system change requiring continuing strategic leadership support and priority. Local Leadership Teams, through Community Managers, will guide and shape local service responses, taking account of local priorities and legislative functions.
- 3.9 All service management teams have been tasked with reviewing local service delivery to make sure management arrangements, operations and resourcing support an approach which:
1. Ensures front-line staff are supported to take decisions locally
 2. Develops services within the framework of area committees and local community plans
 3. Works with Community Managers to ensure there is a clear link between service delivery and the commissioning and reporting role of area committees
 4. Works collaboratively in areas to understand places and communities
 5. Engages through decentralised structures to make sure the community voice is heard
- 3.10 Implementing People and Place Leadership groups across the areas with documented terms of reference and representation will be the next step but ensuring council officers and partners are supported to work, build culture and effective relationships to deliver local priorities will be key. This is an important change and requires consistent leadership support to realise the ambition beyond the immediate crisis response.

4.0 Contact and Support - No Wrong Door

- 4.1 The infographic below shows how factors affecting living costs, increased expenditure, variability in incomes and changes in personal circumstances can interact

to move households back and forward along the spectrum from managing well and getting by alright, to not managing well and being in deep financial trouble.

Figure 2: Journey map of how households are managing financially, showing factors impacting on ability to manage well and the level of support required



- 4.2 Services and organisations form a complex system of customer contact processes which our communities rely on in times of hardship. We know that individuals seeking help with an immediate problem, may have multiple issues that require support. Where there are a range of supports available, from organisations with different policies and processes, there is the risk that responses are repeatedly reactive to fixing the immediate crisis but fail collectively to address other issues an individual may have.
- 4.3 During the early months of the pandemic, the Council and partners established services like the COVID Community Helpline and Fife Voluntary Action Helping Hand initiative to provide a range of support to people. Community support was coordinated across seven areas through Community Assistance Hubs. These new services involved substantial changes to the way the Council and partners had to operate, with many staff undertaking essential roles that were different to their normal duties. Staff reported feeling empowered and able to make educated decisions and managed risks without the need to ask for permission, which allowed them to respond to the emergency and demonstrate leadership on the front line.
- 4.4 In addition, respondents to the consultation felt that they should be able to make decisions and refer people onto other services regardless of what route they made contact (a 'no wrong door' approach) and look more holistically at how organisations and services solve people's problems. This would also be a basis to anticipate other potential problems a person has and be able to respond to that in a proactive, preventative approach.
- 4.5 Considering elements like an individual's wider situation, particularly their family circumstances and local area, could provide intelligence for building individually targeted support. The community teams reported that in responding to specific

requests they got to know individuals and families better and could see where other supports would help.

- 4.6 This no wrong door approach is also being developed through reform work on Homelessness. The links between poverty and homelessness are well documented. The Homelessness Reform workstream is ongoing and has focussed on the following key areas to improve customer service and alleviate the impact of poverty and the pandemic on households.
- Increasing the focus on homelessness prevention and early intervention by enhancing housing advice and case management.
 - Reducing transitions for households where temporary accommodation is unavoidable by converting temporary accommodation to a permanent tenancy.
 - Increasing the range of housing with support options to provide enhanced support to vulnerable households.
 - Developing innovative offers of support to sustain tenancies in the private rented sector.
 - Improving access to advice and support services through the creation of housing advice hubs which are locally based and available virtually / digitally.
- 4.7 A 'no wrong door' approach is about ensuring that people in crisis can get access to the support they need no matter what service they are engaging with. Building the community team through local people and place leadership is clearly an important foundation for this. It also requires simplified and common processes of contact and referral, a reappraisal of how services are accessed through local offices and community centres and a potential redesign of how services such as housing, Community Learning and Development and Social Work collaborate to support individual communities.
- 4.8 The working group started to look at these areas, drew on research from other Councils and reviewed a project now underway to simplify contact and referral. Moving forward, there is an attraction to now put in place a programme in one area of Fife to develop a redesigned model of delivery.

5.0 Funding and Support – building on what works

- 5.1 The response to the pandemic involved a significant increase in crisis support services including welfare payments, advice and provision of food. A key consideration for this area of reform is the shape and extent of such support going forward and how to expand and sustain community initiatives and particularly those which work directly with users in terms of participation and the provision of wider support.
- 5.2 Research throughout the pandemic has shown that there has been a surge in emergency food parcels being handed out across the UK. From Fife's experience, there has been an increase in demand for community food outlets and new provisions have been set up as a direct result of the coronavirus pandemic. However, this is not a realistic solution to food insecurity in the long-term and many respondents to the consultation reported concerns about sustaining the effort.
- 5.3 Before the pandemic, chronic food insecurity was identified as an issue plaguing many individuals in Fife who are reliant on free or low-cost food from Food Banks and/or food pantries. Whilst there will still be a need to provide emergency food to individuals and families in crisis, there are ways to address the question of sustainability.

- 5.4 Empowering people by enabling their access to services and knowledge and creating self-sufficiency should be the basis to alleviate food poverty and address related issues such as the knowledge or means to prepare and cook food. There are examples in Fife where organisations and services have provided cooking lessons to build skills - the recent Café Inc to Go project in South & West Fife worked with several families to develop their confidence in the kitchen. The project had other benefits too – reducing isolation and strengthening family relationships. There are projects like this across Fife, but these have not been scaled up. There were suggestions made by some respondents around the use of Council facilities, like schools which could be used to provide some of these services.
- 5.5 A Fife Food Plan needs to be developed to set out how partners can work collaboratively and locally to build food security in Fife over the medium and long-term. Food has been such an important issue throughout the pandemic and has raised wider questions around supply and waste. Food production, distribution and waste have significant impact on carbon emissions as well as being impacted by the effects of climate change. Our approach to food going forward needs to align and support the wider economic and environmental challenges within Fife.
- 5.6 Prevention of food insecurity has to be the key element in our plan for food in the long-term. The plan needs to look at how we support individuals and families who are accessing support, not only with food, but with a wider network of wraparound support, which could include welfare support, money advice, income maximisation, clothing, furniture and fuel top-ups. Work is already underway with funding secured to enable CARF to work alongside community food providers to offer structured support assistance around income maximisation and debt management. The project provides a good opportunity to consider how income maximisation can be embedded into the food network in order to provide people with a more holistic approach to support.
- 5.7 Specifically, a Fife Food Plan will seek to address the following:
- Low income and job insecurity
 - Debt
 - Access to local, low cost, high quality food products
 - Low levels of positive mental wellbeing
 - Low levels of literacy and numeracy skills to balance household budgets
 - Community leadership/ownership of actions to tackle root causes of poverty
 - Basic food skills – storage, cooking, food labels and food safety
- 5.8 In looking at the approach to tackling food insecurity the working group also reviewed the effectiveness of related projects and initiatives. A starting point for this was to look at spend on anti-poverty work specifically. With around £34m spent annually on anti-poverty work and with the Strategic Assessment suggesting that significant impact is not being achieved, a review of this poverty spending was undertaken to better understand the impact it is having.
- 5.9 Some 442 projects with a spend attached of £31m was examined (those projects where information was available). Information was collected directly from project leads about the types of spending being undertaken (table x) where possible. The largest category (29%) related to financial assistance in time of crisis. Along with crisis spending, three other categories made up over 80% of all spending, notably staff costs (23%) mainly in schools (PEF), food poverty (21%) and learning resources (11%).

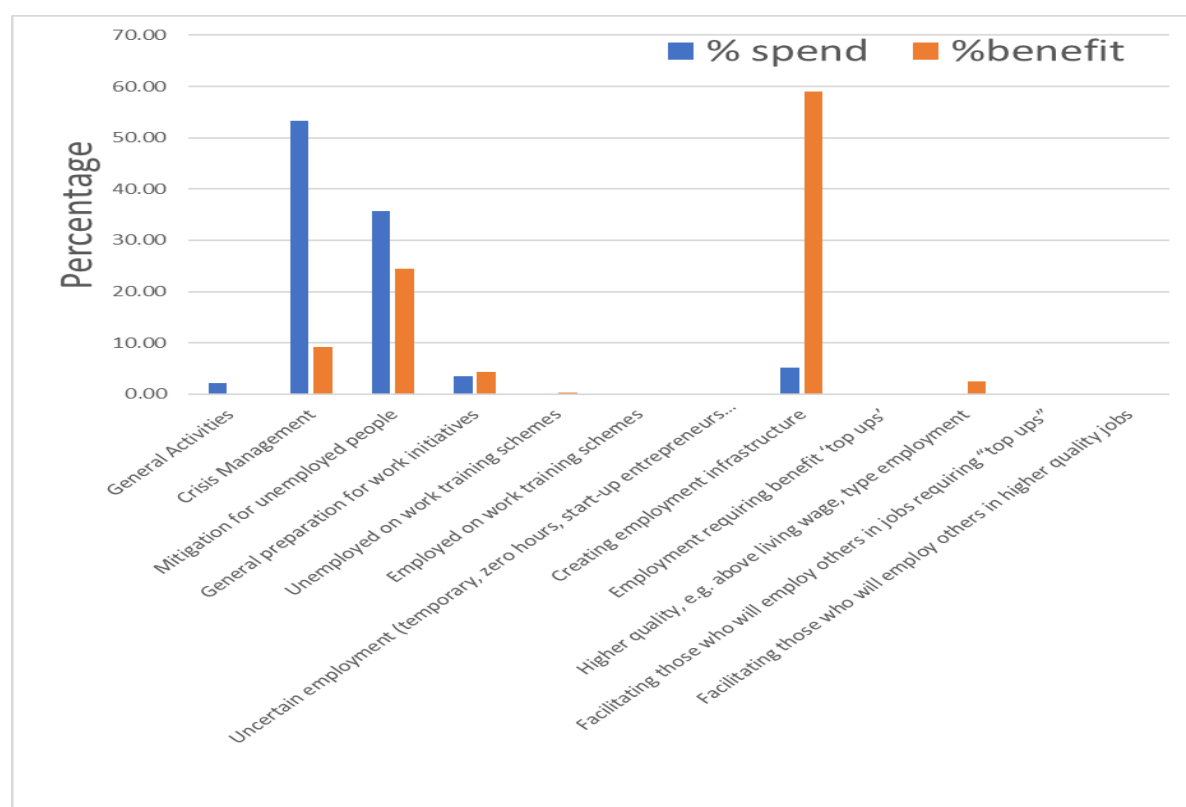
Table 1: The highest spend anti-poverty categories

Category	£ spend	% total
Financial assistance - crisis (e.g., SWF, Housing hardship)	£9,078,570	29.3
Staffing	£7,124,950	23.0
Food Poverty	£6,502,870	21.0
Learning Resources (equipment, technology, teaching guides)	£3,259,128	10.5
Clothing Poverty	£1,345,177	4.3
Employment opportunities	£1,049,000	3.4
Job Clubs/getting ready for work	£638,960	2.1
Other	£1,980,285	6.4

Categories greater than 1% of spending including Pupil Equity Fund (PEF)

- 5.10 Modelling of almost £20m of spend (i.e., excluding school attainment funding) against return-on-investment ratios (figure 3) obtained from other studies shows that 89% of all spending is on crisis management and mitigation for unemployed people which delivers about 34% of all long-term benefit. The largest benefit is derived from creating employment infrastructure with 59% of benefit being delivered from only 5.2% of spending. While crisis management is essential, it is less effective than other activities at generating longer term benefit and that even a small rebalance towards activities which can assist people out of poverty are better value for money.

Figure 3: Spend to Benefit results



The chart shows activities (left to right) with increasing benefit for investment. It shows that spend is more focused on crisis management (left), while more benefit is derived from a smaller spend on activities to the right.

- 5.11 Generally, the analysis of anti-poverty spending highlighted that while projects are worthwhile in their own right, the profile of work is a series of discrete small-scale projects with sometimes limited information available. Information on actual impact is difficult to pin down and tangible targets not often present. This suggests that there is scope to develop a more systematic way to target anti-poverty spending focussed on tangible impact. In particular, to consider how projects closer to the 'tipping points' of helping remove people from poverty can be resourced.
- 5.12 Respondents to the consultation highlighted that the different funding streams were often managed in isolation and to the sometimes-unhelpful requirements of funders. There was suggestion that using the knowledge of teams and partners working in the local areas could assist in directing how such funding is spent and could offer opportunities for more collaboration with other services and organisations. Areas are best placed to constantly review provision and identify and address any gaps.
- 5.13 The conclusion from this review of funding streams and feedback from respondents is that there is scope to better coordinate funding streams and to enhance evaluation of impact and development or scaling up of what works. The new area arrangements should provide that mechanism for joint consideration and help shift focus toward longer term perspective on delivery. Building on the reforms proposed in the two previous sections this has the potential to develop service commissioning at an area level.
- 5.14 The final aspect of funding which the working group looked at was direct financial support and cost reduction. The local teams in particular have found that greater flexibility to use cash payments has helped prevent an immediate crisis. The group also looked at cost reduction and concessions. A pricing and concessions policy paper has been developed for physical activity, sport and leisure and there is felt to be significant scope to include other areas of concessions and cost reduction.
- 5.15 That would not necessarily be confined to council services. For example, the group looked at recent research into transport barriers in North East Fife such as being able to travel to a new job, accessing social security or travel for food. In another example, medical charges for certification were identified as a barrier for people on very low incomes where a comparatively modest charge represented a significant portion of weekly income.
- 5.16 The working group would wish to explore issues of cost and local welfare funding further and recommend that proposals are developed in parallel with the creation of a new concessions approach for leisure and wellbeing.

6.0 Reviewing Progress – leadership & culture

- 6.1 This reform stresses the need for improved collaboration across services and organisations to break down the potentially detrimental impact on people of services or professional contact operating in isolation or with different approaches, policies and ethos. Part of this is how we support people to maintain that culture of working together alongside communities.

- 6.2 Respondents to the consultation often mentioned the role of leadership in setting a direction for the anti-poverty agenda in Fife and noted that culture was key to how we tackle poverty and crisis prevention going forward. The value of having a shared vision was recognised with many respondents highlighting that the pandemic crisis had brought services together. Emergencies motivate people in a different way than during normal times but there are fears services could go back to prioritising their work in isolation and losing sight of the collaborative approach that worked so well during the first lockdown. There is a desire in short to set a renewed purpose in tackling poverty supported with fewer priorities and continuing leadership support to enabling teams to get on and deliver.
- 6.3 Existing partnerships provided good foundations for connecting partners together during lockdown. Partners were able to come together through existing networks to support people during the crisis. One respondent to the consultation highlighted that in their local area there is a sense that the community has a greater level of trust in organisations and there is an opportunity to build on that trust.
- 6.4 Furthermore, respondents felt that when it comes to producing plans and strategies or developing projects and services, many Council Services already have ideas of what they want to do before they go out to consult the public. Doing this won't build on the trust that has been developed this past year. On engagement, respondents felt there was a need to make it easier to hear people's voices on matters, whether that be through making engagement more community led or better involvement of the front-line workers in shaping policy and strategy.
- 6.5 Currently we have different partnership groups and committees touching on anti-poverty strategy and focus e.g., children's services, community wellbeing, and welfare reform. There is scope to simplify this landscape and in so doing to sharpen the focus on results and what works. The Plan for Fife Review will review strategic partnership arrangements, but more can be done to ensure there is better synergy between the strategic anti-poverty direction and local working.
- 6.6 Going forward it is suggested that the Plan for Fife needs to have a central focus on tackling poverty with associated leadership at a strategic level to support and embed new area arrangements and facilitate the kind of changes to structures, approaches and culture outlined in this report.

7.0 Final Note

- 7.1 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 pandemic. Innovation, Intelligence, data and evaluation are all critical to the success of this agenda and need to be a strong feature of the revised leadership and partnership focus on anti-poverty work. Nesta identify a number of perspectives critical to innovating and developing solutions to long standing seemingly intractable issues.
1. **Look from underneath**, at the experiences of the people whose need is being addressed, to understand their lives and how the service fits in. Do not just look at current public services for people but how people live and how they could be better supported to live well. Even a few intensive case studies can yield insights rich enough to trigger radical innovation.

2. **Look from above**, to see the system as a whole that a service is a part of and identify all the possible resources a community has to address the need. This might involve looking at how multiple public services could combine, with voluntary, third sector, informal and private solutions. By looking from above solutions that might have seemed too ambitious or complex might become more plausible.
3. **Look sideways** to draw inspiration from other services and solutions, which might be like the one you are searching for, which have proved effective for this group. This might include looking at retail formats and digital tools, for example. One of the best ways to have a new idea is to borrow it from an adjacent sector.
4. **Look backwards** to take a fresh look at what's been tried before, what has worked, and what hasn't gone so well. This will present some exciting opportunities for fresh perspectives.
5. **Look forward**, to project and forecast how younger consumers will want the service to work for them in future. This can help to reveal how dated and detached traditional public service formats can feel.

Source: Nesta (2013) *Creative Councils: 10 lessons of local authority innovators*
https://media.nesta.org.uk/documents/creative_councils_10_lessons.pdf

Background Papers

The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act, 1973:

- Fairer Fife Commission report (November 2015)

Report Contact

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23rd February 2021

Agenda Item No. 04 C

Leading Economic Recovery

Report by: Gordon Mole, Head of Business and Employability

Wards Affected: All Wards

Purpose

To provide members with the recommendations developed from the outputs in relation to the Leading Economic Recovery workstream.

Recommendation(s)

It is recommended that the Committee:

- (i) review progress on this workstream and the distinct outputs in relation to Leading Economic Recovery;
- (ii) recognise the scale of uncertainty in relation to the ongoing Covid-19 pandemic, consequences of the EU Exit, and associated government responses to both; and
- (iii) agree the Leading Economic Recovery action plan as the basis for leading Fife's immediate response to economic recovery and note the intention to update the wider Fife Economic strategy in 2022.

Resource Implications

There are no immediate resource implications associated with this report. The implementation of actions from outwith existing resources require further development in line with new or extended allocations of funding from Scottish and UK Governments, and other external sources.

Legal & Risk Implications

There are no specific legal and risk implications associated with this report.

Impact Assessment

An Equalities Impact Assessment has not been completed and is not necessary at this stage, as the proposals within the report do not currently represent a change to policy.

The Fairer Scotland Duty, which came into force on 1 April 2018, requires the Council to consider how it can reduce inequalities of outcome caused by socio-economic disadvantage when making strategic decisions.

The development of the proposals within the report and action plan have been the subject of consultation with a designated elected member working group (comprising members of the Council's Economy, Tourism, Strategic Planning & Transportation Sub-Committee); key officers within Business & Employability; and key officers supporting work on associated Reform & Recovery Programme workstreams. The work also draws upon ongoing engagement with external stakeholders through existing and recently established channels of communication.

1.0 Background

- 1.1 The 2020 global Covid-19 pandemic has had an unprecedented economic impact, the full scale of which has still to fully emerge. Government support has so far helped to mitigate the immediate impact on businesses, but the concern remains that unemployment will increase significantly once the Coronavirus Job Retention Scheme (furlough scheme) and Self-Employment Income Support Scheme come to an end.
- 1.2 The economic impact of Covid-19 has seen uneven recovery during the pandemic. Demand for Fintech services has increased as online retail has thrived. Manufacturing has demonstrated a high degree of resilience and adaptability during the crisis. Construction has bounced back quickly, bolstered by accelerated investment in infrastructure; although material costs have increased. The high proportions of employment within the public sector and health and social care sector in Fife have protected many residents in the region, many of whom are working from home. Further high-profile failures within the high street retail sector (particularly fashion retail) are having a major impact on city centres, although the crisis has prompted a welcome rejuvenation in local town centre trading. The biggest impact, however, has undoubtedly been felt by the tourism and hospitality sector. Ongoing and rapidly changing travel and social distancing restrictions have undermined any significant form of recovery, with around one third of employees in the sector still on furlough and at risk of unemployment.
- 1.3 Concerns regarding inequalities have also been exacerbated as a result of the pandemic. Research suggests people from BAME backgrounds have been more susceptible to coronavirus. Some of those in lower paid occupations, and already suffering in-work poverty, have been at greatest risk of redundancy and unemployment – although, to date, this has largely been mitigated by the continuation of the furlough scheme. The crisis is also clearly seen to be impacting most significantly on areas and localities that were already struggling before the pandemic.
- 1.4 In the Scottish Government budget statement on 28th January 2021, additional funding was announced for employability and skills, business support and green recovery measures, including additional funding for the Young Person's Guarantee, a green skills fund, extension to the Strategic Fund for business support and an additional award for the Discretionary Fund.

2.0 Key Issues and Process

- 2.1 Following its establishment, the Leading Economic Recovery elected member working group has met on four occasions between September and November 2020.






- 2.2 Workshop 1 on 17th September 2020 looked at the economic impact of the Covid-19 pandemic to that point, alongside the response by the UK Government, Scottish Government and Fife Council. Members were also provided with an overview of emerging government strategy and direction that will inform and shape the direction of travel moving forward. The scope and remit of the Leading Economic recovery workstream were subsequently agreed by the working group (see Appendix 1).
- 2.3 Workshop 2 on 8th October 2020 provided members with a more detailed baseline analysis of economic data and intelligence for Fife and Scotland and the associated impact of the Covid-19 pandemic. This included information on employment, unemployment, claimant count, median earnings, participation rate, business base, start-ups, key employment sectors, the current economic impact of the coronavirus pandemic, and projected sectors of future employment growth in Fife.
- 2.4 Workshop 3 on 22 October 2020 reviewed with members the findings from the independent analysis and action plan recommendations for Mid-Fife produced by consultant Context Economics following a study commissioned by Fife Council and Scottish Enterprise. The session reviewed the key challenges and opportunities identified within the Mid-Fife area and went on to consider the recommendations highlighted by the report. These include both local and area-wide interventions, many of which aim to build on and significantly scale-up successful existing initiatives. Discussion on the findings of the report noted the need for a multi-agency partnership approach and a need for significant additional funding above and beyond the resources currently available. It was also noted that the subsequent economic impact of Covid-19 had not significantly altered or invalidated the recommendations of the report – with research suggesting that areas such as Mid-Fife that were struggling before the pandemic were likely to be amongst the worst affected by the pandemic in terms of exacerbating existing issues and inequalities. That said, it was recognised that the medium-to-longer-term horizon for investment and improvement was unlikely to support the more immediate needs of a post-Covid economic recovery phase.
- 2.5 Workshop 4 on 12 November 2020 reviewed the current alignment between Fife's current policy and strategy focus and the emerging national direction across 10 key economic policy areas, including: Skills Development; Supporting Young People; Green Jobs / Green Recovery; Digital Connectivity / Digital Tools; Engaging with Businesses; Community Wealth Building (CWB); Procurement (CWB); Town Centres; Better Planning & Regulation; and Investment-led Growth.

3.0 Economic Response and Recovery

- 3.1 In planning the original workshop programme on Leading Economic Recovery, the intention was to engage the elected member working group on the scheduled refresh of the Fife Economic Strategy. While the importance of this higher-level, longer-term focus was recognised as important the discussions within the working group emphasised the more immediate need for shorter-term actions to support business survival, adaptation and diversification.
- 3.2 Moving towards the end of 2020, the need for a shorter-term focus was also reinforced by the continued economic uncertainties resulting from the ongoing prevalence of coronavirus worldwide and negotiations on an EU Exit deal between the UK and EU in the run-up to the end of the transition period on 31 Dec 2020.

- 3.3 On this basis, a decision was taken by the Head of Business & Employability, in liaison with the Executive Director (Enterprise & Environment), to defer the scheduled refresh of the Fife Economic Strategy until April 2022 and instead focus on a shorter-term action plan that would cover the 12-18 months period commencing January 2021.
- 3.4 The 'Resolute & Resilient' report¹ published by the Association of Directors of Environment, Economy, Planning and Transport (ADEPT) and consultants EY in November 2020 identified five key challenges to local economies in relation to the impact of Covid-19 along with recommendations for a locally-led response, as summarised in the table below:

Table 1: Providing a Local Response to the Impact of Covid-19 on Local Economies (ADEPT/EY)

The Five Key Challenges	Locally Led Response Recommendations
1 Economic output has been reduced by the impact of Covid-19, with the structural economic composition of localities the primary driver in the scale of output impact.	 Scope and prioritise interventions that sustain or enhance economic supply, recognising the specific needs of different sectors.
2 Covid-19 restrictions have impacted most significantly on sectors that require face to face interaction to function.	 Act quickly to sustain or enhance economic demand with targeted interventions that focus on enabling demand to access supply
3 The economic impact of Covid-19 has reinforced / exacerbated existing economic challenges within localities.	 Local areas need to work in synergy within their regions to seize opportunities and collaborate around risk.
4 Interventions need to empower local areas, be sector-specific and recognise dependencies on other forms of local and national support plans.	 Form and leverage alliances, partnerships and working groups that can rapidly broker local intelligence on business, employment and skills, and consequently expedite support and ensure synergy with other plans.
5 Consumer and business confidence is fragile and responsive to pessimistic communications and business sentiment.	 Develop a coherent, well-evidenced narrative for both government and business that instils confidence and trust, specific to a local area.
Source: ADEPT / EY – Resolute & Resilient: Safeguarding the Economy during Local Lockdowns (Nov 2020)	

- 3.5 The above framework provided a useful starting point for the development of initial proposals for a short-term Covid-19 economic response. This approach has subsequently evolved into the development of the **Leading Economic Recovery Six-Point Action Plan** included as Appendix 2 to this report.
- 3.6 The six key actions identified within the plan are to:
- Provide signposting, advice, guidance & support to local businesses
 - Stimulate economic demand / support access and mobility
 - Protect local employment
 - Continue to make the case and actively lobby for additional funding and investment
 - Support and deliver investment-led economic growth
 - Optimise the role of the Council, and its partners, within the local economy in relation to Community Wealth Building (CWB)
- 3.7 It should be noted that the sixth of these action points, relating to Community Wealth Building, has been addressed as a parallel workstream alongside Leading Economic Recovery within the Reform & Recovery Programme.

- 3.8 The continuing uncertainties associated with the economic impact of the Covid-19 pandemic and EU Exit consequences make assessment of future economic demands difficult at the present time, and future actions will need to be cognisant of developments in relation to UK and Scottish Government investment and strategy in respect of EU Exit measures, including the introduction of sustainable and green port investment infrastructure (as part of the wider UK Government freeports programme) including site selection of a port within Scotland.
- 3.9 Increased and changing demands have placed significant additional pressures on economic delivery services at a local and national level, which have been managed through flexible re-focussing and deployment of the limited resources available. This has been in addition to the resource to support the Council's engagement in both the Tay Cities Deal and Edinburgh & South-East Scotland City Deal regional economic partnerships, and immediate actions have been aligned to the agreed Tay Cities Region Economic Action Plan (agreed by Joint Committee in 2020) and the developing Edinburgh & South East Scotland Regional Growth Framework.

4.0 Conclusions

- 4.1 The economic impact of the Covid-19 pandemic and consequences of the EU Exit remain highly uncertain at the present time. As such, we continue to remain in a response phase focussed on supporting business survival, resilience, adaptation and diversification, rather than any form of sustained recovery.
- 4.2 As a result of these uncertainties, the scheduled refresh of the Fife Economic Strategy has now been deferred until 2022.
- 4.3 As part of the Council's Reform and Recovery Programme, the Leading Economic Recovery workstream has engaged members on the analysis of the Fife economic position, impact of the Covid-19 pandemic and alignment of council policy and strategy with emerging national economic policy direction.
- 4.4 This has informed the development of a shorter-term action plan covering the next 12-18 months that identifies appropriate interventions to support the local economy in Fife.
- 4.5 In addition to finalising an integrated set of core priorities, there is also a need to review the effectiveness of leadership and governance arrangements to support delivery going forward. This will need to evaluate the requirement for new programme management arrangements versus use of existing forums with a renewed clarity of agenda, and how this will fit with strategic partnerships through to new local place and people leadership arrangements.

List of Appendices

Appendix 1: Fife Council Leading Economic Recovery Six-Point Action Plan

Background Papers

The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act, 1973:

- Plan for Fife 2017-2027
- Fife's Economic Strategy 2017-2027

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Leading Economic Recovery: Six-Point Action Plan for Fife (Summary)

1. Provide signposting, advice, guidance & support to businesses

- Access to Covid-19 funding and operational guidance
- Resilience, adaptation, diversification and innovation
- Measures for mitigating the impact of EU Exit
- Business tenant sustainability
- Support for key sectors
- One-to-one support via Business Gateway and access to other available funding streams

2. Stimulate economic demand / support access and mobility

- Town centre trading and e-commerce initiatives
- Spaces for People
- Buy Local Campaigns reflecting the diverse nature of town centre business
- Tourism campaigns and support for virtual events
- Planning for 150th Open Championship, St Andrews 2022
- Continue to work with SE and SDI to attract inward investment into Fife
- Continue to support indigenous investment (company expansions etc.)

3. Protect Local Employment

- PACE support (for those facing redundancy / risk of redundancy)
- National Transition Training Fund (25yrs+)
- Youth Guarantee (16-24yrs)
- No One Left Behind (NOLB) Commissioning Framework
- Wage Allowance Support (Kickstart / NOLB)
- Support for provision of Modern / Foundation / Graduate Apprenticeship opportunities
- Signposting to funding opportunities for workforce training and re-skilling

4. Continue to make the case / actively lobby for additional funding and investment in Fife

- City Deal Funding
- Town Centres Funding
- Green Recovery Funding
- ESES City Region investment prospectus for COP26
- Representation on key stakeholder forums
- Responses to Scottish Government consultations
- Infrastructure Investment Ventures with Scottish Enterprise

5. Support and deliver investment-led economic growth

- Fife i3 Programme (ESES City Deal)
- Eden Campus, Guardbridge (Tay Cities Deal)
- Leven Rail Link / Blueprint / River Leven Project
- Mid-Fife Economic Investment Prospectus
- Cupar Inner Court & Bonnygate
- Inverkeithing Heritage
- Rosyth Fastblade / CAMAT
- Potential implications of any decision on Freeport status for Grangemouth

6. Optimise the role of the Council in relation to Community Wealth Building (CWB)

- Sustain existing contracts with local providers
- Supplier Development Programme
- Community Wealth Building (CWB)

LEADING ECONOMIC RECOVERY: SIX-POINT ACTION PLAN FOR FIFE

1. Provide signposting, advice, guidance & support to businesses

Ref	Fife Action	Lead	Timeframe	Status / Outputs
1.1	Continue to signpost and assist businesses to access UK / Scottish government Covid-19 funding support and operational guidance	PS SMS	Weekly	<ul style="list-style-type: none"> • Latest information posted on Business Gateway Fife website & highlighted in Fife Business Matters e-newsletter • Information to tourism businesses highlighted through Fife Tourism Partnership website and e-newsletters
1.2	Provide support to sustain FC business tenancies and mitigate impact of lost income.	PS	Monthly	<ul style="list-style-type: none"> • Rental deferment and extended repayment terms agreed in conjunction with Finance
1.3	Continue to provide expert advice on business start-ups and growth, alongside advice and guidance on business resilience, diversification, adaptation, innovation within the current Covid-19 operating environment.	PS	Weekly	<ul style="list-style-type: none"> • Ongoing requirement to provide mainstream business support and interventions through Economic Development and Business Gateway to support businesses through digital capabilities, web development, e-commerce and workforce upskilling
1.4	Continue to signpost and assist businesses to adapt to the consequences of Brexit	PS	Daily	<ul style="list-style-type: none"> • Ensuring that information coming out from national agencies on Prepare for Brexit is being circulated across Fife business networks. • Ongoing promotion of trade and exporting support services
1.5	Refresh of InvestFife branding and website information to increase competitive proposition	PS	Review every six months	<ul style="list-style-type: none"> • InvestFife brand refresh completed – will lead to additional upgrades in collateral and inward investment activities • Campaign in place to align and promote key sector opportunities
1.6	Review sectoral analysis of Fife's strengths and weaknesses to enhance support in move to recovery phase. (Tourism; Food & Drink; Manufacturing; and Construction)	PS/AC	To be concluded by June 2021	<ul style="list-style-type: none"> • Sectoral analysis for Food & Drink and Construction sectors currently under review; other sectors will follow
1.7	Liaise with Fife Top100 businesses to ascertain current position and plans going forward in order to assess support & workload implications	PS	End of March 2021	<ul style="list-style-type: none"> • Two surveys completed in second half of 2020 • Quarterly surveys ongoing until end of March 2021 • Ongoing wider digital communications with key businesses on a monthly basis
1.8	Ongoing delivery and re-purposing of Business Gateway services to support businesses during current crisis. Increased use of digital solutions / online delivery. Focus on business resilience and sustainability, rather than growth.	PS	Ongoing	<ul style="list-style-type: none"> • Scottish Government Digital Boost funding increased.

LEADING ECONOMIC RECOVERY: SIX-POINT ACTION PLAN FOR FIFE

Ref	Fife Action	Lead	Timeframe	Status / Outputs
1.9	Work with national and local public sector key players to ensure awareness and promotion of supply chain opportunities as key part of supplier development programme	PS	Ongoing	<ul style="list-style-type: none"> Comprehensive programme of online webinars and courses are to be rolled-out in conjunction with Council's procurement team
1.10	Examine and facilitate opportunities for continued participation in UK and International trade shows and trade missions via digital solutions.	PS	2021/22	<ul style="list-style-type: none"> Working closely with SDI and SE to review international markets and entry through digital platforms to support supply chain and meet the buyer trade events
1.11	Re-purpose ERDF programmes to support immediate business needs around re-skilling and e-commerce.	PS	2020/21	<ul style="list-style-type: none"> Business Gateway ERDF Funding re-adapted t to provide new small grants for SME Trade Upskilling.
1.12	Review of Food and Drink Action Plan to repurpose (digital) trading platforms and distribution hub capabilities.	PS	March 2021	<ul style="list-style-type: none"> Continue to work closely with Scotland Food & Drink and Fife Food Network Ongoing delivery of food & drink business support to adapt and trade online, utilising grants / Digital Boost Programme
1.13	Examine opportunities to support / boost demand for Fintech services as a result of digital financial requirements.	PS	Feb 2021	<ul style="list-style-type: none"> Consultation with Fintech businesses to start in Feb 2021
1.14	Support Manufacturing sector adaptation and innovation to address the need to increase productivity whilst maintaining social distance for workforce.	PS	Ongoing	<ul style="list-style-type: none"> Ongoing engagement with manufacturing sector, in partnership with NMIS/SMAS/CEED* to provide online webinar training to support advanced manufacturing and 1-2-1 advisory services to assist resilience, sustainability and growth opportunities.
1.15	Review of priorities within Innovation Action Plan. Repurpose objectives to look at sustainability and resilience with product and process development. Working with key partners to support business engagement. Innovation grants/loans to assist businesses. Upskilling workforce with digital/AI skills.	PS	March 2021	<ul style="list-style-type: none"> Key sector analysis being undertaken. Wider innovation promotion as part of process improvements working with national agencies
1.16	Support businesses in the Fife i3 Programme and Eden Campus development to be innovative and exploit links with the universities to deliver new ways of working that increase competitiveness and added value.	PS / MM	Ongoing in line with project tranches	<ul style="list-style-type: none"> Fife i3 tenant application process in place Develop support mechanisms within existing resource Qtrs 1 & 2 2021/22 – test approach with first tenants in new units at Flemington Road, Glenrothes

[*Note: NMIS=National Manufacturing Institute Scotland; SMAS=Scottish Manufacturing Advisory Service; CEED= Centre for Engineering Education & Development]

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2. Stimulate economic demand / support access and mobility

Ref	Fife Action	Lead	Timeframe	Status / Outputs
2.1	Provide ongoing support to 'Spaces for People' initiatives in town centres to encourage mobility, focussing on business use of outdoor space.	SMS/DG	Commitment of projects by April 2021	<ul style="list-style-type: none"> Roll out of measures to support social distancing in key towns centres complete.
2.2	Provide ongoing support to local town centre trading initiatives (including e-commerce support)	SMS/DG	December 2021	<ul style="list-style-type: none"> Kirkcaldy 'Love Oor Lang Toun' Community Interest Company (CIC); ShopAppy Kirkcaldy online business platform; Kirkcaldy Gift Card; Weekly Outdoor Artisan Market; Enlightenments Shop/Café, Kirkcaldy St Andrews Marketplace online SME shopping portal Area Committee funding for 2-year appointment of Economy Advisors (Town Centre Development) in Kirkcaldy & Dunfermline from start of 2021.
2.3	Promotion of Buy-Local campaigns that will continue running until at least the end of March 2021 to encourage people to use local shops and businesses. These include town centre promotional videos, digital radio promotions and bus advertising as well as use of local and Scotland Loves Local campaign materials.	SMS/DG	Until at least end of Mar 2021	<ul style="list-style-type: none"> National 'Scotland Loves Local' social media campaign Social media campaigns for Fife's key town centres In Fife, a total of 293 businesses registered for the UK Government 'Eat Out to Help Out' Scheme, with 219,000 subsidised meals and an overall discount of £1.303m claimed (an average of £5.95/meal)
2.4	Ongoing delivery of the wider Scottish Government-funded Town Centre Capital Investment Programme	SMS/DG	Completion by March 2022	<ul style="list-style-type: none"> Promote and facilitate the re-development of town centre sites through site assembly and remediation, as required Continue to support substantial investment in public realm improvements in Kirkcaldy, Leven and Cowdenbeath.
2.5	Creation of a video-led "Welcome to our Home" consumer campaign for Spring 2021 launch	SMS	Spring 2021	<ul style="list-style-type: none"> Follow-on from 'Love Fife Later' / 'Love Fife Again' campaigns in 2020
2.6	Deliver online digital skills training provision for tourism and hospitality sector aligned to business requirements.	SMS	2021	<ul style="list-style-type: none"> Jan 2021 Introduction to Blogging for Tourism Mar 2021 Competitor Analysis
2.7	Review digital tourism information provision infrastructure to ensure appropriateness during restrictions and in terms of looking ahead to a post-Covid world.	SMS	Summer 2021	<ul style="list-style-type: none"> All digital kiosks locked-down to avoid touch screen activity Alternative content on digital kiosks including maps and downloadable content via QR codes Review need for digital kiosks and potentially replace with downloadable QR-coded material only

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Ref	Fife Action	Lead	Timeframe	Status / Outputs
2.8	Support for tourism and hospitality businesses	SMS	Ongoing as required throughout Covid-19 response	<ul style="list-style-type: none"> Continue to signpost tourism and hospitality businesses to sources of operational guidance and financial support. Encourage tourism and hospitality businesses to sign up to the national Good to Go scheme and Visitor Charter Continue to encourage all tourism businesses to participate in national surveys conducted by VisitScotland, Scottish Tourism Alliance and Scottish Enterprise in order to provide key insights to business resilience and support requirements
2.9	Support delivery of the 150th Open Championship at The Old Course, St Andrews in 2022	PS/AC	2021 - 2022	<ul style="list-style-type: none"> Event deferred from 2021 to 2022 due to impact of Covid-19 pandemic.
2.10	Support event organisers to re-focus and deliver events virtually in 2021	SMS	2021	<ul style="list-style-type: none"> Strategic events fund re-focused to include provision for digital events
2.11	Maintain Fife's World Host Destination Status	SMS	2021	<ul style="list-style-type: none"> Continue to work with businesses through the Fife Tourism Partnership

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3. Protect Local Employment

Ref	Fife Action	Lead	Timeframe	Status / Outputs
3.1	Establishment of Edinburgh & SE Scotland City Region C19 Jobs recruitment portal as a one-stop-shop for live vacancies and training opportunities in response to economic impact of Covid-19.	AD	Complete/Ongoing	<ul style="list-style-type: none"> • C19 Jobs portal established and operational. • Target industry sectors that will require support to re-start, such as Tourism and Hospitality
3.2	As part of the PACE partnership in Fife, continue to provide redundancy triage services and support to businesses and individuals affected by the Covid-19 crisis to minimise the impact and maximise the opportunities for those at risk of redundancy or those made redundant.	GL	Ongoing	<ul style="list-style-type: none"> • Locally in Fife the PACE Partnership consists of representatives from SDS, DWP, Fife Council, Fife College and Business Gateway. • The team monitors redundancies notified both locally and nationally in line with those in scope for PACE support. In addition, the team is also monitoring smaller scale redundancies that are out of scope. • Longer-term: Embed PACE activity within Fife's Employability offer thus improving access to funding opportunities and programmes eg FJC/Youth Guarantee, additional funding for training and upskilling (NTTF), provide 1-2-1 key work support option for people struggling due to disability, health condition or mental health impacts. • Recommendations: Fife PACE partnership to identify opportunities for strengthening collaboration with Employability Provision via OFP to ensure people who require additional support receive a person-centred package and that future potential employers can access funding incentives.
3.3	The National Transition Training Fund (SDS) targets individuals 25yrs+ at risk of redundancy or recently made redundant as a result of the economic impact of Covid-19. The fund will pay for a range of training opportunities designed to reskill individuals for known vacancies within the employment sector.	MD	Ongoing to Dec 2021	<ul style="list-style-type: none"> • Fife Council has secured places to deliver this programme and is working in partnership with Fife College to plan for delivery between now and the end of March 2021. Employability support will be provided at each stage to assist individuals to access the programme and maximise their chances of gaining and sustaining employment. • for training if this can be identified as a means to gaining sustainable employment. • Recommendations: review funding in the context of other funding sources e.g. Youth Guarantee, NOLB, FJC

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3.3 cont.d	<i>Continued from above /</i> The National Transition Training Fund (SDS) targets individuals 25yrs+ at risk of redundancy or recently made redundant as a result of the economic impact of Covid-19. The fund will pay for a range of training opportunities designed to reskill individuals for known vacancies within the employment sector.	MD	Ongoing to Dec 2021	<i>Continued from above /</i> <ul style="list-style-type: none"> Longer term: Influence at a strategic level to extend the provision of training funding beyond end of March 2021 and to support people of all ages engaging with the employability pathway as part of a triage offer eg all unemployed people have access to £500 funding
3.4	Raise awareness and support take-up of opportunities by Fife residents for re-training and re-skilling via Edinburgh & SE Scotland City Region's Integrated Regional Skills and Employability (IRES) Programme.	AD	2021/22	<ul style="list-style-type: none"> Fife Council is represented on the Integrated Regional Employability and Skills (IRES) Project Management Office which has responsibility for seven projects. Of these projects, Intensive Family Support (IFS), Digital Driven Innovation (DDI) Skills Gateway and Housing, Construction and Infrastructure (HCI) Skills Gateway will have a focus on up-skilling and re-training. Qtr1 and Qtr2 2021/22 – Delivery of first training cohort at Fife College for Women into Data for Financial Services Industry programme Longer-term: Review this in the context of Fife based employability provision to identify pathways, links and opportunities for the individual. Recommendations: The employability landscape may be confusing for individuals who are recently and long-term unemployed. It is essential opportunities at a regional and local level and funding is explained and makes sense to the individual, depending on their circumstances eg PACE, NOLB, Youth Guarantee, NTTF etc.
3.5	Secure Youth Guarantee funding from the Scottish Govt to deliver a package of support that includes: creation of paid placements; digital support; support for young people with disabilities and health conditions; ILM development; volunteering opportunities; and incentives for employers.	AH	April 2021 to April 2022	<ul style="list-style-type: none"> The opportunity of a job, placement, training or volunteering for every 16-24 year old in Scotland, based on individual's goals and ambitions. Longer-term: Ensure funding and delivery expectations are shared with key agencies involved in delivery of the guarantee and outline data capture expected for Scottish Government reporting Recommendations: Set up Employability Strategic Group involving key stakeholders/delivery agents from each OFP delivery group to ensure the 'Protect Local Employment' theme is subject to on-going collaboration on delivery.

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Ref	Fife Action	Lead	Timeframe	Status / Outputs
3.6	Develop and implement Fife No One Left Behind (NOLB) Commissioning Framework for Core and Specialist support provision targeting people furthest from the labour market.	GM	April 2021 to April 2022	<ul style="list-style-type: none"> • Fife Commissioning Framework committee report Jan 2021 • Funding allocations from Scottish Government still to be confirmed. • Embed basic digital skills in all provision • Longer term: Ensure review of ESIF and NOLB delivery is undertaken in December 2021 to reprioritise NOLB funding to meet risks/gaps due to ESIF funding end date. • Recommendations: Re-issue NOLB funding framework following review of ESIF NOLB as outlined above. Ensure funding is used to supplement/support and complement all Employability Funding Streams and delivery partners and to do so via the OFP delivery groups (see point 3.5 above regards setting up Employability Strategic Group)
3.7	Continue to use European Structural & Investment Funds (ESIF) to provide support for people of all ages from disadvantaged backgrounds and requiring significant support and to engage those furthest removed from labour market	AD	April 2019 to April 2022	<ul style="list-style-type: none"> • The Opportunities Fife Partnership has responsibility for Fife's Employability Pathway, which is part funded by ESIF • There are currently six projects being delivered through a combination of Fife Council and third sector partners, which are funded up to March 2022
3.8	Deliver Wage Allowance Support (Fife Job Contract) blended all-age funding package that offers Fife businesses support for the creation of additional jobs. Package utilises Kickstart & No One Left Behind (NOLB) funding.	AH	Expenditure by March 2021	<ul style="list-style-type: none"> • Fife Council Employability Service is a gateway for local businesses and internal FC placements for DWP Kickstart • Scottish Government (No One Left Behind) wage contributions can typically be claimed over 26 weeks for additional vacancies created. Companies can apply through a single portal that 'hides the wiring' and makes it easier to direct appropriate funding to businesses. Unemployed individuals in Fife can apply for these jobs and receive wrap-around employability support at each step. Individuals made redundant are prioritised for this funding and can access support to undertake training whilst earning a wage no less than National Minimum Wage. Employers are encouraged to pay the real Living Wage and participate in job sustainability planning.

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Ref	Fife Action	Lead	Timeframe	Status / Outputs
3.8 cont.d	<i>Deliver Wage Allowance Support (Fife Job Contract) blended all-age funding package that offers Fife businesses support for the creation of additional jobs. Package utilises Kickstart & No One Left Behind (NOLB) funding.</i> <i>/ continued from above</i>	AH	Expenditure by March 2021	<ul style="list-style-type: none"> • Longer-term: Build conditionality of unpaid work experience placement for every funded placement provided. • Engage with all employers accessing funds for additional offers eg Sector-based training, provision of work placements, Equality, Diversity, H&S and COVID induction training
3.9	Continue to work in partnership with SDS and Fife College to provide Foundation Apprenticeship opportunities for in-work experience at SQA Higher level for students in 12 disciplines. Open to senior phase pupils at all secondary schools in Fife.	MD	June 2021 for implementation in August 2021	<ul style="list-style-type: none"> • Online delivery of FC Foundation Apprenticeship frameworks for Fife pupils • Ongoing support for Foundation Apprenticeship participants from Education Officers • Partnership working to ensure engaging programme and promotion of Foundation Apprenticeships • Sourcing of new opportunities • Development of Pathway Apprenticeships • Utilising online resources for marketing.
3.10	Support Fife Council arrangements to recruit and support Modern Apprentices in disciplines across directorates.	MD	June 2021	<ul style="list-style-type: none"> • Partnership working /successful delivery of work based and online learning to achieve apprenticeship qualification • Employability team assists various directorates, including remote delivery and online portal access • Link-in with various Fife Council directorates and Workforce Youth Investment (WYI) team about planned activity for recruitment and promotion of apprenticeships • WYI funding application process – information readily available / suggest creating a Fife Council communication to support teams in relation to this. • Assist teams with recruitment and job adverts • No affected sectoral redundancies during a difficult period for employer/apprenticeship take-up

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Ref	Fife Action	Lead	Timeframe	Status / Outputs
3.11	Work with Education & Children's Services , BTS, Fife College and key stakeholders to ensure continued promotion of Culture of Enterprise (CoE) agenda within context of Covid-19 restrictions.	PS	July 2021	<ul style="list-style-type: none"> Implement use of Microsoft Teams to promote CoE tools that are available on GLOW (Education IT system). BTS developing a Vscene solution via Teams to enable delivery of all online delivery of all GLOW projects. Reviewing programme of STEM-related CoE events for opportunities to reschedule or transfer to virtual events.
3.12	EU projects - Delivery of Blue Economy Interreg programmes CLIPPER / RIGHT building knowledge base, delivery of skills and training pilots.	MD	April 2021	<ul style="list-style-type: none"> Link RIGHT objectives to key economic priorities in Blue economy. Work across employability and economic development to maximise funding and investment Project priorities re-evaluated to address changing priorities for SME's, less focus on innovation expenditure.
3.13	Employability Fund and ongoing employer and client support	MD	Review quarterly	<ul style="list-style-type: none"> Engaging with employers throughout the Covid-19 crisis Promoting programme activity, online 1-2-1 activity and various elements of Certificate of Work Readiness qualification Where there have been no work placements on offer, clients have been engaging in online learning, with some fortunate enough to have gone straight into jobs

4. Continue to make the case and actively lobby for additional funding and investment in Fife for our key priorities

Ref	Fife Action	Lead	Timeframe	Status / Outputs
4.1	Provide regular insights briefings on economic and business impact of Covid-19 and Brexit developments to inform analysis, planning and decision-making.	SMS PS	Ongoing	<ul style="list-style-type: none"> Monthly CET briefing note on impact of Covid-19 & Brexit Regular FC/SE Fife Business Barometer Survey Fife Annual Business Base Report 2020
4.2	Monitor developments on post-Brexit replacement for European Structural & Investment Funds (ESIF) and actively lobby on Fife's behalf in relation to the proposed Shared Prosperity Fund (SPF) arrangements.	IMcC/SD	2021	<ul style="list-style-type: none"> Ian McCrory (B&E) and Sharon Douglas (Communities) monitoring SPF developments and supporting Cllr Craik in role as Chair of ICA Scotland Engage in regional bids through the City Region Deals

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Ref	Fife Action	Lead	Timeframe	Status / Outputs
4.3	Develop viable Business cases for Tay Cities Region Deal funding to support investment projects in NE Fife	GM/MM	(2020-2030) 2021-22	<ul style="list-style-type: none"> • Tay Cities Deal formally approved on 17 Dec 2020 • Approval of FC investment in Eden Campus, Guardbridge • Ongoing engagement in Tay Cities Deal to participate in: <ul style="list-style-type: none"> – Eden Campus, Guardbridge – Regional Skills & Employability Investment programme – Regional Culture & Tourism Investment programme
4.4	Continue to deliver the Fife i3 Programme in mid and south Fife. Work with regional partners in Edinburgh & SE Scotland City region to make the case for additional funding to support regional investment in Fife	GM/MM	(2020-2030) 2021-22	<ul style="list-style-type: none"> • Long-term engagement in ESES City Deal • Fife i3 Programme update to area committees Jan 2021 • Complete new units in Glenrothes and Kirkcaldy. • Begin site servicing in Dunfermline and Cowdenbeath.
4.5	Actively contribute to Edinburgh & SE Scotland City Region proposals to develop a regional investment prospectus for COP26 and make appropriate representation for inclusion of Fife SECAP investment priorities.	GM/MM	Qtrs 1 & 2 2021/22	<ul style="list-style-type: none"> • Draft ESES regional investment prospectus produced • Continuing to monitor developments
4.6	Review longer-term Fife Economic Strategy; taking cognisance of Regional Economic Strategy and Action Plan for Tay Cities (North East Fife) and Edinburgh & SES Regional Growth Framework.	SMS	2022	<ul style="list-style-type: none"> • Refresh of Fife Economic Strategy deferred until 2022 due to Covid-19 and Brexit uncertainties; with Leading Economic Recovery Action Plan providing 18mth focus.
4.7	Develop Mid-Fife Economic Investment Prospectus to identify and prioritise investment objectives and opportunities.	SMS/PC	Feb 2021	<ul style="list-style-type: none"> • Report scheduled for P&C Committee in February, alongside Leading Economic Recovery workstream report and reports from R&R cross-cutting workstream themes.
4.8	Actively contribute to the Council's Reform & Recovery Programme and associated refresh of the Plan4Fife	GM	2021	<ul style="list-style-type: none"> • GM leading on LER and CWB workstreams • LER & CWB reports to P&C Committee in Feb 2021
4.9	Continue to develop and promote plans for Fife's key town centres in order to pursue anticipated funding opportunities of up to £275m over the next 5 years. Investigate opportunities for Fife Council to support further adaptation of vacant town centres premises (eg via a joint venture with a developer(s) or via a special purpose vehicle).	SMS/DG	Ongoing 2021-2022	<ul style="list-style-type: none"> • Town Centre Design and Development Frameworks • Glenrothes Town Centre Masterplan • Kirkcaldy Town Centre Strategy • Levenmouth Rail Link / Blueprint / River Leven Project • Inverkeithing Heritage Initiative • Cupar Town Centre • Cowdenbeath & Lochgelly

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Ref	Fife Action	Lead	Timeframe	Status / Outputs
4.10	Continue to lobby Scottish Government on increased Vacant & Derelict Land funding to support investment in Fife's economic development priorities.	SMS/ IMcC	Ongoing	<ul style="list-style-type: none"> • Delivery of 2021 action plan
4.11	Ongoing engagement with national infrastructure investors to encourage investment in modern infrastructure in Fife (Digital, Energy, Water and Drainage)	GM / MM	July 2021	<ul style="list-style-type: none"> • R100 investment in Fife by Scottish Government • H100 Phase 1 investment in Levenmouth by SGN. Work with partners to support development of Phase 2 and 3 investment propositions. • SPEN Smart, Local Energy Systems transition

5. Support and deliver investment-led sustainable economic growth

Ref	Fife Action	Lead	Timeframe	Status / Outputs
5.1	Support ongoing delivery of the ESES City Deal Fife Industrial Innovation Investment (i3) Programme.	GM RH / MM	Tranche1=Mar2022 Tranche2=Mar2025 Tranche3=Mar2029	<ul style="list-style-type: none"> • Year 2 of 10-year programme • Tranche 1 in progress; completion by March 2022 • Secure City Region Deal investment for Tranche 2 (Years 4 to 6) of Fife i3 Programme by June 2021
5.2	Support ongoing delivery of the Rosyth Fastblade / CAMAT project as part of the University of Edinburgh's Data Driven Innovation (DDI) Programme within the ESES City Deal	PS / MM	Ongoing / Fastblade completion by the end of 2021	<ul style="list-style-type: none"> • Babcock / UoE Fastblade project is first part of wider ambitions for a campus of advanced manufacturing and technology (CAMAT) in Rosyth • Operational completion of Fastblade facility by end of 2021
5.3	Support ongoing delivery of the Eden Campus project at Guardbridge as part of the University of St Andrews' commitment to the Tay Cities Deal.	MM	2021 -2024	<ul style="list-style-type: none"> • Develop Business case for Fife Council's investment and seek Council approval by June 2021 • Delivery of Eden Campus Enterprise Hub by 2023/24
5.4	Provide ongoing support to delivery of the Leven Rail Link / Reconnecting Levenmouth Blueprint / River Leven Project	GM / IMcC / PS	2021-2024	<ul style="list-style-type: none"> • Rail Link & Blueprint investment approved by Scottish Govt • Work on rail link and stations underway • Leven rail halt consultation Dec 2020
5.5	Continue to engage with Talgo UK to support the successful delivery of a high-speed train manufacturing hub on the site of the former Longannet power station at Kincardine and development of employment and supply chain opportunities.	PS	Review every six months	<ul style="list-style-type: none"> • Virtual Meet-the-Buyer event for major new Talgo train manufacturing hub development at Kincardine held in Nov 2020 to raise awareness of supply chain opportunities

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Ref	Fife Action	Lead	Timeframe	Status / Outputs
5.6	Continue to prioritise inward investment development activities showcasing the work we require to develop to ensure we have a competitive proposition for future investment in Fife.	PS / AC	Monthly review	<ul style="list-style-type: none"> Engagement with Scottish Development International
5.7	Delivery of Cupar Inner Court and Bonnygate project to create 20+ affordable (including mid-market rent) housing units and small commercial space in the heart of Cupar.	SMS/IMC C	March 2022	<ul style="list-style-type: none"> Full scheme due to be completed by March 2022
5.9	Development of former Co-op gap site and adjacent Furniture World store on Kirkcaldy High Street to create around 30 affordable housing units in the Merchant Quarter.	SMS/DG	Completion by March 2022.	<ul style="list-style-type: none"> Planning permission in place Vacant Furniture World building acquired and offer on land (former Co-Op) accepted and legal process proceeding. Building warrant application in progress for demolition of vacant building.
5.10	Delivery of Fife's Regional Climbing and Bouldering Centre at St Andrews Church, Lochgelly (Rockgelly)	SMS/DG	Autumn 2021	<ul style="list-style-type: none"> Build phase due to be completed by mid-March 2021 Fit-out now fully-funded and will start upon build completion Anticipated opening to the public in summer/autumn 2021
5.11	Delivery of Inverkeithing 5-year Built Heritage Regeneration Programme	SMS/DG	2021-2024	<ul style="list-style-type: none"> Commencing Year 2 of the 5-year programme
5.12	Begin the process of identifying our next heritage-led regeneration programme	SMS/DG	2021-2024	<ul style="list-style-type: none"> Lead-in period of 2-3 years to clear the various hurdles in applying for CARS and National Lottery Heritage Funding
5.13	Undertake a review of the Fife Employment Land Strategy (FELS) as part of the Local Development Plan review to ensure that land allocated for employment sites will support economic recovery and that sites are readily available and serviceable in the appropriate locations to attract and support economic growth.	PS/RH	2021	<ul style="list-style-type: none"> Review employment land strategy having regard to market demand and policy context Ensure effective land supply at strategic/regional/local level Identify appropriate means to undertake site servicing of retained employment sites eg through cross-subsidy via the re-allocation of certain sites for higher land value uses.
5.14	Prepare a Disposal & Investment Strategy for property portfolio and land assets under Business & Employability, to support investment in retained property and land assets to secure sustained income for future years, secure the sale of employment land for Economic Growth and support the climate emergency action plan for Fife	PS/DB	2021	<ul style="list-style-type: none"> Disposal & Investment Strategy paper prepared for HoS review and approval Papers prepared for Executive Director / ISG Committee report for ETSP&T Sub-Committee (spring / summer 2021)

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6. Optimise the role of the Council, and its partners, in relation to Community Wealth Building (CWB)

Ref	Fife Action	Lead	Timeframe	Status / Outputs
6.1	Work with Corporate Procurement to ensure systems and support to Fife supply chain are robust and supportive.	GM/PS	June 2021 and ongoing	<ul style="list-style-type: none"> • Supplier Development Programme now delivered online • Supply chain opportunities being promoted through Supplier Development Programme and Trade Development Programme depending upon the type of project • Sector clusters are also being engaged to help develop opportunities in Fife (eg Forth & Tay Offshore Cluster, Fintech Cluster) • Continuing to develop supply chain opportunities in relation to Talgo development at Kincardine
6.2	Review Centre for Local Economic Strategies (CLES) report on the development of Community Wealth Building in Fife and scope next step actions based on recommendations.	GM	June 2021	<ul style="list-style-type: none"> • Agree, prioritise and implement Centre for Local Economic Strategies (CLES) final report recommendations • Key areas of consideration include: <ul style="list-style-type: none"> ➢ Identifying anchor institutions ➢ Promoting progressive procurement practice ➢ Reviewing Fife elements of supplier development programme to enhance supply chain capacity ➢ Promoting fair work and pay ➢ Building on work of FC community assets programme to investigate opportunities for community ownership

23rd February 2021

Agenda Item No. 04 D

Community Wealth Building

Report by: Gordon Mole, Head of Business & Employability

Wards Affected: All

Purpose of Report

To provide members with the recommendations developed from the exercise undertaken by the Centre for Local Economic Strategies (CLES), the key messages from the Elected Member Working Group sessions on Community Wealth Building (CWB) and to set out proposed next steps.

Recommendations

It is recommended that the Committee:

- (i) considers the CLES action plan in Appendix One to this report;
- (ii) agree the CLES report action plan as a foundation for the development of a Community Wealth Building approach within Fife; and
- (iii) remits officers to progress with work to develop a delivery approach with measurable outcomes to connect agendas across other reform areas and to develop practical governance arrangements for CWB for Fife Council and Fife Partnership, as set out in Section 3 of this report.

Resource Implications

There are no immediate resource implications associated with this report.

Legal & Risk Implications

There are no immediate legal implications arising from this report. Review work in recent years, along with the findings of the Fife Strategic Assessment and experience from the Covid-19 response, indicate that there is scope to strengthen the Council's economic, social and green recovery approach. There is increased risk that Plan for Fife ambitions will not be realised unless a different approach to economic recovery, community aspiration and climate emergency / green recovery response is delivered.

Impact Assessment

An Equalities Impact Assessment has not been completed and is not necessary at this stage, as the proposals within the report do not currently represent a change to policy.

The Fairer Scotland Duty requires the Council to consider how it can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

Consultation

Fife Council Service Management Teams, Fife Community Planning Partners have been involved in the development of the action plan through a consultation process of structured interviews. Activity and policy development have been overseen by a working group of Policy & Co-ordination Committee Members, who have been actively engaged as part of this exercise since September 2020.

1.0 Background

- 1.1 Community Wealth Building principles are already a priority in Plan for Fife 2017-2027 under the Inclusive Growth and Jobs theme which asserts that; ***“Growth in the local economy should benefit everyone and shouldn’t pass people and places by”*** and further that ***“we also aim to promote sustainable, locally-rooted businesses that have a strong attachment to their local area, creating local jobs, promoting local supply chains and keeping more wealth and community benefits locally”***.¹
- 1.2 Fife Council secured national support from Scottish Government to work with the Centre for Local Economic Strategies (CLES), recognised as a leading policy organisation for the development of Community Wealth Building approaches, to undertake an exercise focused on Fife as a pilot and to inform a broader Tay Cities Region approach for CWB. CLES developed a diagnostic report, and partner and stakeholder engagement, via a series of interviews and a community organisations workshop in order to support the development of the Fife CWB agenda. This aligns with work being undertaken by Scottish Government across five regions in Scotland.

2.0 Key Issues

- 2.1 Four Elected Member Working Group (EMWG) sessions were held between September 2020 and January 2021. These focused on: an introduction to CWB, learning from Preston City Council, Greater Manchester Combined Authority and North Ayrshire as early adopters of Community Wealth Building, a focus on procurement opportunities, the real living wage, community benefit clauses, plural ownership of the economy and community asset transfer.
- 2.2 These discussion sessions provided the opportunity to gain a stronger understanding of the concept of Community Wealth Building, its potential for Fife and what practical application and implementation would look like.
- 2.3 The Working Group has considered the five pillars of Community Wealth Building and attendant opportunities for implementation in Fife, including:

Progressive Procurement

- 2.4 Progressive procurement of goods and services is a means through which benefits can be achieved for local people and place.

¹ Plan for Fife 2017-2027, p.21

Fair Employment and Just Labour Markets

- 2.5 The approach that ‘anchor institutions’ take to employment can have a defining effect on employment prospects and incomes locally. Commitments to pay the living wage, to have inclusive employment practices, to recruit from lower income areas, and to build progression routes for workers are examples of actions that can help stimulate the local economy and bring social improvements to local communities.

Accessing Affordable Funding

- 2.6 Affordable and inclusive access to finance provides communities with the means to develop their own capacity and resilience to participate in Fife’s inclusive growth. Without the means to source capital for starting and growing businesses, or for communities to have the spending power to affect change at a local level, growth will be stalled and there will remain a reliance on diminishing public sector resources.

Land & Assets

- 2.7 This strand of work recognises that anchor institutions often own significant property and assets which can be used to support CWB ambitions, for example by supporting community asset transfers to enable communities to deliver effective projects and services at a local level.

Plural Ownership of the Economy

- 2.8 Financial wealth is held by a small minority in the UK. Locally owned and socially minded enterprises are more likely to employ, buy and invest locally. For this reason, community wealth building seeks to promote locally owned and socially minded enterprises by promoting various models of enterprise ownership that enable wealth created by users, workers and local communities to be held by them, rather than flowing out as profits to shareholders. These include; public sector insourcing, municipal enterprises, worker ownership, co-operatives, community ownership and local private ownership.
- 2.9 There is emerging cross-party support for action on Community Wealth Building. The challenge and direction provided by the Working Group to officers included:
- the legal and procurement approach should be creative and less risk averse in order to progress positive local community outcomes within the legislation, for example, test, scope and flex how contracts are packaged;
 - Considering the baseline of current local procurement activity, develop a target and approach to increasing local supply;
 - provide a support bed for community capacity building of community organisations to enable them to transition into commercial trading operations or community ownership models; and
 - develop a clearer understanding of how community benefit can be achieved
- 2.10 The EMWG also considered the interim report from CLES on 12th January 2021 and provided feedback to strengthen its practical recommendations, develop a detailed action plan and provide further good practice examples.

3.0 CLES – Findings & Recommendations

- 3.1 CLES produced an interim action plan for Fife in December 2020. This was considered by the Elected Member Working Group on 12th January 2021, and a final report was developed, which is set out in Appendix One to this report.
- 3.2 It was recognised that Fife Council has a substantial existing baseline of Community Wealth Building-focused activity, including an active Supplier Development Programme, experience of Community Asset Transfer and community capacity building initiatives. In order to develop a Community Wealth Building approach to underpin broader recovery actions, recommendations for action have been developed in the final CLES action plan which is included at Appendix One to this report. The headline recommendations are noted below.
- 3.3 CLES has set out the following recommendations within its action plan report. These are further set out in Appendix One to this report.

Theme: Fife as a community wealth building place
1. Develop an economic strategy with a focus on community wealth.
2. Establish a Fife anchor network taskforce to drive community wealth building across the partnership.
3. Build a community wealth building culture.
4. Establish a community wealth building working group.
5. All City Region Deal projects should follow the principles of community wealth building.
Theme: Progressive procurement of goods and services
6. Develop a community benefits procurement framework.
7. Provide community benefits training.
8. Widen out meet the market events.
9. Look to influence others.
Theme: Making financial power work for local places
10. Support and promote credit unions and the Community Wealth Bank to become financial anchors.
11. Explore the potential for pension fund investment in local initiatives.
Theme: Socially productive use of land and assets
12. Create a strategic asset register and support closer working to deliver this strategically.
13. Work with the anchor network taskforce to pool land for housing.
14. Explore the potential for a green building supply chain.

Theme: Fair employment and just labour markets
15.Undertake an employee mapping exercise and target interventions to the geographies of greatest need.
16.Develop an anchor network taskforce workstream related to pressing employment issues.
17.Develop a targeted good employment strategy
Theme: Plural ownership of the economy
18.Consider a community wealth building hub to inform the continued development of the Council business support offer.
19.Explore opportunities for more public sector involvement in the care market.
20.Explore models for parent-led childcare and community transport providers,

Table One: CLES Community Wealth Building Action Plan Recommendations Summary

- 3.4 The CLES report further sets out recommendations for timescales in developing a Community Wealth Building approach in Fife. Officers will develop a delivery approach with timescales, initially phased across the next 12 months, covering engagement and design of activity across the Council and key anchor institutions from the private, public and third sectors. Early engagement with these anchor institutions has indicated a positive level of support for implementation.
- 3.5 Community Wealth Building should also be viewed as an underpinning approach to support the key actions for climate and economic recovery, with clear links to anti-poverty approaches.
- 3.6 Whilst the delivery approach will consider actions required for embedding Community Wealth Building across all five pillars, as set out in section 4, below, the initial focus will be on the area of greatest potential return for Fife's economy, Progressive Procurement. A Local Procurement Group of senior officers from Corporate Procurement and purchasing services has been established, and will develop a Progressive Procurement approach within the next 12 months, using good practice examples already underway (such as the Madras College project) to inform necessary changes to procurement practice and timeframes for implementation.

4.0 Next Steps

- 4.1 Engagement with CLES and the Scottish Government has provided a valuable opportunity to learn from elsewhere in the UK and from emerging national strategy, and to engage members directly in developing Fife's ambition on CWB.
- 4.2 CWB forms a key element of the Council's Reform and Recovery Programme. The CWB report for Fife presents a detailed list of recommendations, including both short- and longer-term actions, which will embed a commitment to CWB across the whole organisation. It can support the reform of council services and achieve positive outcomes for the people and communities of Fife.

- 4.3 The development of outputs from each of the cross-cutting workstreams has highlighted several common themes and areas of overlap, which now need further refinement. Preliminary conclusions suggest that this reflects a set of core priorities focusing on a three-way relationship between economic recovery / community wealth building, climate emergency, and anti-poverty.
- 4.4 There is also a need to consider the effectiveness of current management and governance arrangements to support delivery going forward. This should consider the requirement for new programme management arrangements versus use of existing forums with a renewed clarity of agenda, and how this will then dovetail into strategic partnerships and new local place and people leadership arrangements.

5.0 Conclusion

- 5.1 Fife is already in a good position to accelerate progress on CWB ambitions as set out in the CLES action plan. Using the whole-organisation reach of CWB to support implementation will also support a revised 'recovery focus' for the next iteration of the Plan for Fife.
- 5.2 A further report on progress towards implementation of a Fife delivery approach will be brought to the June 2021 Policy and Co-ordination Committee.

List of Appendices:

Appendix One: CLES: Community Wealth Building in Fife Report January 2021

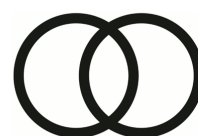
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Community wealth building in Fife

Final report – January 2021



CLES

the national organisation
for local economies

Centre for Local Economic Strategies (CLES)

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Fair	Treating people with fairness and equality
Bold	Devising progressive solutions through pioneering work
Collaborative	Working with others to achieve the best result
Independent	Always acting with integrity
Acting in solidarity	Supporting, nurturing and empowering ourselves and others

Community wealth building in Fife

Final report – January 2021

Published by CLES, January 2021

Presented to Fife Council

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Executive summary

The Centre for Local Economic Strategies (CLES) are delighted to present this report to Fife Council. The work started in November 2020 and this report lays out the context to community wealth building in Fife, outlines the activities that are currently being undertaken and provides recommendations for how the agenda should be taken forward.

Community wealth building is a people-centred approach to local economic development. It reorganises local economies to be fairer. It stops wealth flowing out of our communities, towns and cities. Instead, it places control of this wealth into the hands of local people, communities, businesses and organisations.

The way in which organisations like local councils, hospitals, universities and colleges spend their money, employ people and use their land, property and financial assets can make a huge difference to a local area.

Used in the right way, these things can be used to generate wealth, jobs and opportunity for local people and give as many people as possible a stake in the local economy.

Methodology

CLES conducted this work via our community wealth building action planning process. The process involved activity in Fife across the five pillars of community wealth building: progressive procurement of goods and services; making financial power work for local places; socially productive use of land and assets; fair employment and just labour markets; and plural ownership of the economy.

We conducted a document review of key Council strategies to develop an understanding of the Fife context and to highlight pillars where existing activity is strong. We supplemented this work with key stakeholder interviews to understand what has already been done and which areas could be developed.

Findings and recommendations

Our recommendations are aimed at identifying achievable, evidence-based actions to develop an approach to community wealth building in Fife.

Inevitably, there are some areas where work is more developed and others where it is less so. There are also some areas where the scope for scaling up work is more feasible than in others. This is reflected in the action plan in Section 8, which identifies short, medium and long-term recommendations.

Some of the recommendations are technical in nature, some are more policy-focused and others relate to culture, governance and practice. There needs to be a

meaningful commitment to these actions and a recognition of the role they can play in realising the core priorities of the Fife Plan and a wellbeing economy more broadly.

Across all these recommendations, political leadership is key in terms of having the existing democratic mandate across all of Fife.

Summary of recommendations

Community wealth building should become the golden thread for all economic measures the Council and other partners of the Fife Partnership deploy. The following abridged summary of our recommendations demonstrates how this golden thread can be developed in practice. The recommendations are presented in full throughout the body of this report. Recommendations in green signify key actions.

Fife as a community wealth building place

1) An economic strategy for community wealth

Fife's current economic strategy will be refreshed in 2022 and it should make community wealth building the unifying principle which brings together economic recovery, place leadership, antipoverty and climate action.

Fife's Economic Strategy 2017-2027 sets out how key partners will work together to achieve stronger, sustainable and more resilient economic growth for Fife which is shared by all. Nevertheless, it needs a stronger narrative to unify Fife's approach to tackling head-on the challenges around inclusive economic growth, poverty and climate emergency. This is not a substantive task, but a change in emphasis to ensure that all economic ambition, planning and future activity is filtered through a community wealth building lens.

The current strategy identifies several key sectors where Fife should focus its economic development and employability efforts. An economic strategy for community wealth should build on this, with greater emphasis placed upon the development of a social and solidarity economy to advance alternative, more generative, models of ownership in key sectors.

2) Establish a Fife anchor network taskforce to drive community wealth building across the partnership

CLES's experience across diverse places is that community wealth building is most effective and transformative in places where the local authority and key anchors meaningfully collaborate, with formal structures getting key partners in the same rooms, advancing shared strategies and goals.

The Fife Partnership is already well-placed to push community wealth building work across the region. Further collaboration should now be progressed to deepen and scale-up progressive practice in Fife. The purpose of the proposed taskforce will be to ensure that the Partnership develops a laser-like focus on key issues and can advance

action to address them. In light of the pandemic, work will likely focus on jobs and on the role of human resources departments, as well as procurement and spending as key elements of stimulating local demand. Ultimately, the task force will need to establish a deeper forum where practitioners can develop joint strategies around procurement, commissioning and community benefits, employment, land, property and finance, supporting each other in very practical terms.

The taskforce will also need strong accountability and should use the existing Fife Partnership structure to ensure this.

3) Community wealth building culture

There is clear political and officer buy-in and understanding of the principles of community wealth building in Fife. Similar levels of understanding were also apparent across many of the officer interviews CLES conducted. To build on this, community wealth building training should be provided to staff, through resources on the staff intranet and through annual workshops staff can take part in.

Training focused on generating community wealth building through community benefits should also be delivered to all commissioners and buyers within the Council, building a culture where community benefits are a central part of Council business and delivery (see recommendation 7).

4) Community wealth building working group

A community wealth building working group comprised of staff (and perhaps stakeholders of the Fife Partnership) should be established. This group should be chaired by the leaders of Fife Council to establish political leadership and oversight of the community wealth building agenda. They should meet for the first time in early 2021 to take the actions from this report forward.

5) All City Region Deal projects should follow the principles of community wealth building

Each part of the programmes planned for the Edinburgh and South East Scotland Deal and Tay Cities Deal should be aligned to the principles of community wealth building, providing benefits to local residents. This requires secure awareness and some concrete connections between aspirations for the City Region Deal and principles of community wealth building. Ensuring a progressive community benefits procurement framework is placed upon these from the outset could ensure that the City Region Deal is a key lever for unlocking opportunities for community wealth building. Indeed, procurement is likely to feature heavily. A joint progressive procurement working agreement or strategy should be progressed and used for all suppliers to the City Region Deal projects. This arrangement must also embed social values and community benefits.

Progressive procurement of goods and services

6) Develop a community benefits procurement framework

Fife Council should develop a community benefits procurement framework. Informed by wider political priorities, policy and strategy, this would be an easy to use tool which commissioners would use when designing goods, services and works opportunities to identify relevant community benefits.

7) Provide community benefits training

The realisation of community benefits should not just be seen as the domain of the Procurement Team, or a narrow group of commissioners. Instead, it should be the responsibility of all individuals with responsibility for buying goods, services and works. We therefore recommend that Fife Council develops and implements a training programme around community benefits for all commissioners and procurers within the Council. This training should be shaped by the knowledge of the Economic Development Team and others with wider policy responsibilities.

8) Widen out meet the market events

Fife Council should look to widen out the focus of meet the market events, so that they cover procurements beyond construction. The focus of the events should be upon raising awareness of opportunities, enabling suppliers to develop relationships with potential sub-contractors, sharing knowledge and experiences around community benefits. This work has started in respect of a recent consultation around high-speed rail. Opportunities for further expansion should now be considered.

9) Look to influence others

Fife Council should look to influence the behaviour of other commissioners and procurers when it comes to community benefits. They could set up a cross-organisational procurement practitioners' group that includes representation from the University, colleges and health providers. This would ensure that the Fife Council Procurement Strategy and its wider outcomes influence the practices of other institutions.

Making financial power work for local places

- 10) Support and promote credit unions and the Community Bank to become financial anchors

The Council could encourage and incentivise more Council staff to open savings accounts by working with both the local credit unions and Kingdom Community Bank, helping to ensure the financial wellbeing of the Fife Council workforce, by fostering a savings habit that helps build employees' financial resilience. Fife Council could also investigate the feasibility of signing up for payroll saving.

As an additional first step, Fife could liaise with the Community Savings Bank Association and the Association of British Credit Unions to understand what opportunities there are for further development in Fife.

- 11) Explore the potential for Fife Pension Fund to invest in local initiatives

Our interviews indicated a political will for Council pension funds to be used in a more socially generative way. Fife should use the significant weight of being one of the first community wealth building Councils in Scotland to encourage the Pension Fund to look for more local financing initiatives. This is especially important in the context of the pandemic: by investing in local businesses, the Pension Fund could not only see dividends for pension holders, but act in the interest of the place in the long term, in terms of supporting businesses at a time of crisis.

Socially productive use of land and assets

- 12) Create a strategic asset register and support closer working to deliver this strategically

Fife Council needs to think about assets in terms of their wider social, cultural and environmental use. The first stage of this is understanding what assets the Council owns and as such a strategic asset register should be created. This can then be sifted for sites that could be used productively from a community wealth building frame and could include engaging with communities around vacant and derelict land use. Crucially this work should involve the Estates, Economic Development and Communities teams working jointly to understand the opportunities available to use these assets. The focus here should be on supporting alternative models of ownership within the commercial economy – more SMEs, social enterprises and employee-owned businesses – the role of these spaces in supporting tourism in Fife and in providing additional green space and community growing opportunities to those areas where there is currently a lack of provision.

13) Work with the anchor network taskforce to pool land for housing

Relating to recommendation 2, one priority for the wider Fife Partnership should be a collective register of land and property assets, with particular attention paid to understanding what land is held by anchor institutions that would be suitable for Council and affordable housing building projects. Work here could feed into the planned review of the current spatial plan that is due to take place in 2021.

14) Explore the potential for a green building supply chain

The lack of supply chain for passivhaus-standard building presents both a considerable challenge in the face of the climate emergency and a significant growth opportunity, not just for Fife but to Scotland as a whole. Fife is already making use of supply chain development fund to grow indigenous businesses in the Fife economy. The Council should therefore consider how a more targeted use of this fund may be able to support local businesses in the construction sector to facilitate a green transition. Furthermore, over the next five years, the Scottish government has committed to the creation of a £100m Green Jobs Fund to support increased opportunities for green job creation across Scotland. The intention of this fund is to help businesses which provide sustainable and/or low carbon products and services to develop, grow and create jobs. The Council should therefore investigate how this funding pot could be utilised to support and develop a green building supply chain.

Fair employment and just labour markets

15) Undertake an employee mapping exercise and target interventions to geographies of greatest need

There is fertile ground for progressive action when it comes to ensuring that the staff of Fife Council reflect the diversity of the residents they serve, beyond statutory requirements related to protected characteristics. Given the scale of the Council's employment footprint, targeted recruitment strategies aimed at particular wards – especially those suffering from deprivation – coupled with expedited entry and progression routes for those who are underrepresented could go some way to addressing these issues. But it is vital to have this information to start with and work should be undertaken to better understand Fife Council's workforce and gain a sense of whether it adequately reflects the vibrancy of Fife's communities.

This activity could also be completed across all anchors, with Fife Council encouraging this through the Fife Partnership. It could be driven by the taskforce outlined in recommendation 2.

16) Develop an anchor network taskforce workstream related to pressing employment issues

As per recommendation 2, a priority action for Fife should be the establishment of a Fife anchor network taskforce to drive community wealth building across the Fife Partnership.

A priority workstream for Fife's network should be to identify and use their collective employment and recruitment practice to address the barriers to employment facing those in specific postcode areas, young people, people with mental health challenges and those without access to affordable childcare or transport.

17) Develop a targeted good employment strategy

Businesses, anchors and the Council are all partners – their co-operation is what will either make or break the project to build community wealth in Fife.

The good work of Fife Council, Fife College, Fife Voluntary Action and NHS Scotland (accreditation pending) in adopting the Scottish Living Wage is to be applauded and work should be undertaken to support all other anchor institutions and third sector employers in Fife to do the same.

The creation of Fife's business charter is also a positive step. A strategic approach should now be taken to developing an approach that encompasses supporting employers with a large cohort of employees from areas of deprivation to become accredited good employers.

Additionally, sectors which have a tradition of low wages/poor conditions and are target growth sectors for Fife, or sectors on which employment in Fife is particularly reliant, should be targeted for interventions to support the adoption of the business charter.

Plural ownership of the economy

18) Consider a community wealth building hub to inform the continued development of the Council's business support offer

CLES has developed the idea of a community wealth building hub with a view to repurposing the local business support landscape with increased connectivity to third sector infrastructure support bodies and the Council's wider neighbourhood and place-based working. In this, the intention is to support community wealth building aims, particularly around the growth and development of generative organisations in the commercial economy (SMEs, social enterprises, co-operatives etc), whilst also addressing the impacts of Covid-19 and climate emergency.

In Fife, our interviews revealed that there is already something akin to a community wealth building approach starting to emerge. For example, activity to unify the support that is offered by Scottish Enterprise, Skills Development Scotland, Fife College, Business Gateway, DWP, NHS Fife health and work support is currently underway.

We recommend that the Council should continue on this journey but seek to broaden its activities to develop more of a link with the community here – with a specific focus on co-operative, social enterprise and community business. The Council should also explore where national policy shifts may be needed to enable greater strategic alignment amongst funding streams and outcomes.

19) Explore opportunities for more public sector involvement in the care market

In the main, care homes in particular are struggling with lower occupancy as a result of deaths and reduced demand stemming from Covid-19. A survey of care homes by the National Care Association, which represents smaller and medium-sized homes, found average occupancy at 81% compared to 92% at the same time in 2019. It's not clear when and to what extent demand will return and how many providers might fail in the meantime. The Council could look to enter into a shared ownership with any care homes that are struggling in Fife or even look to buy them out completely – particularly in any instances where there are concerns about the quality of service being delivered. Whilst this would involve a significant outlay in terms of capital costs, this could be mitigated through the current low cost of borrowing over a 20-year period. The council should, however, be cognisant of the national policy agenda here with plans to investigate the creation of a National Care Service.

20) Explore models for parent-led childcare and community transport providers

The Plan for Fife articulates a desire to improve access to local, affordable and flexible childcare, including exploring parent led approaches to take advantage of learning, training and job opportunities. It also articulates a desire to develop a high-quality active travel network and infrastructure and improve affordable and public transport options to enable better access to work.

Fife Council could start to explore the development of these models.

1. Introduction and context

This report for Fife Council represents a key element in developing a wellbeing economy through a new approach to economic development – community wealth building. In so doing, the Council is the third in Scotland to embark on this journey, joining a progressive movement of UK local authorities and areas using this approach.

Community wealth building forms a central theme of the Scottish Government's Programme for government and national performance framework, as part of the National Mission to Create New Jobs, Good Jobs and Green Jobs. The Scottish government is working with five areas to produce bespoke community wealth building action plans. These are Clackmannanshire, South of Scotland, Glasgow City Region, Western Isles and Tay Cities (Fife).

Fife

Fife is clearly an ambitious Council, with a strong intent to scale and amplify community wealth building practice.

The Council cannot deliver these bold long-term ambitions alone. Fife will need all people, communities, organisations and institutions to play their part. This is reflected within Fife's Economic Strategy 2017-2027, with its commitment to both increase competitiveness and resilience whilst also reducing inequality and ensuring that economic growth is shared by all. It is also enshrined throughout the community planning partnership for Fife (Fife Partnership) and the shared vision within the Local Outcomes Improvement Plan (Plan 4 Fife 2017-2027), to jointly tackle the inequalities that exist in Fife as result of poverty and socio-economic disadvantage.

The Scottish Government and the Council have committed to boosting and improving social and economic opportunity to create a wellbeing economy. In order to achieve these aims, however, purposeful action is needed. That is the community wealth building approach. The progressive programme of work that will stem from the results of this report and suite of emerging recommendations is therefore an important first step.

In this work, CLES is assessing Fife Council's ability to progress across the five pillars of community wealth building. The emerging key recommendations contained within this interim report articulate what needs to happen to make the development of a wellbeing economy through community wealth building a reality

and in so doing help to bring about the ambitious of the Plan 4 Fife as well as the economic strategy. Throughout this work, CLES is focusing on ambition and feasibility.

What is a wellbeing economy?

A wellbeing economy is a key aspiration for Scotland, based on an approach to economic development that is built on and supports the wellbeing of citizens, now and for future generations. Instead of trends in the levels of GDP, a wellbeing economy approach actively pursues an economy that prioritises human and planetary wellbeing,¹ and is focussed on social goals, social justice, environmental sustainability and prosperity for all.

A wellbeing economy considers how social benefits flow from, or feed into, economic activity. In this, a wellbeing economy is less interested in inclusion after the fact of growth, but in reorienting goals and expectations for business, politics and society to deliver good lives for people first time around.² This agenda is aligned to a belief in community wealth building, heterodox economics and new forms of economic democracy and urban development such as new municipalism.³

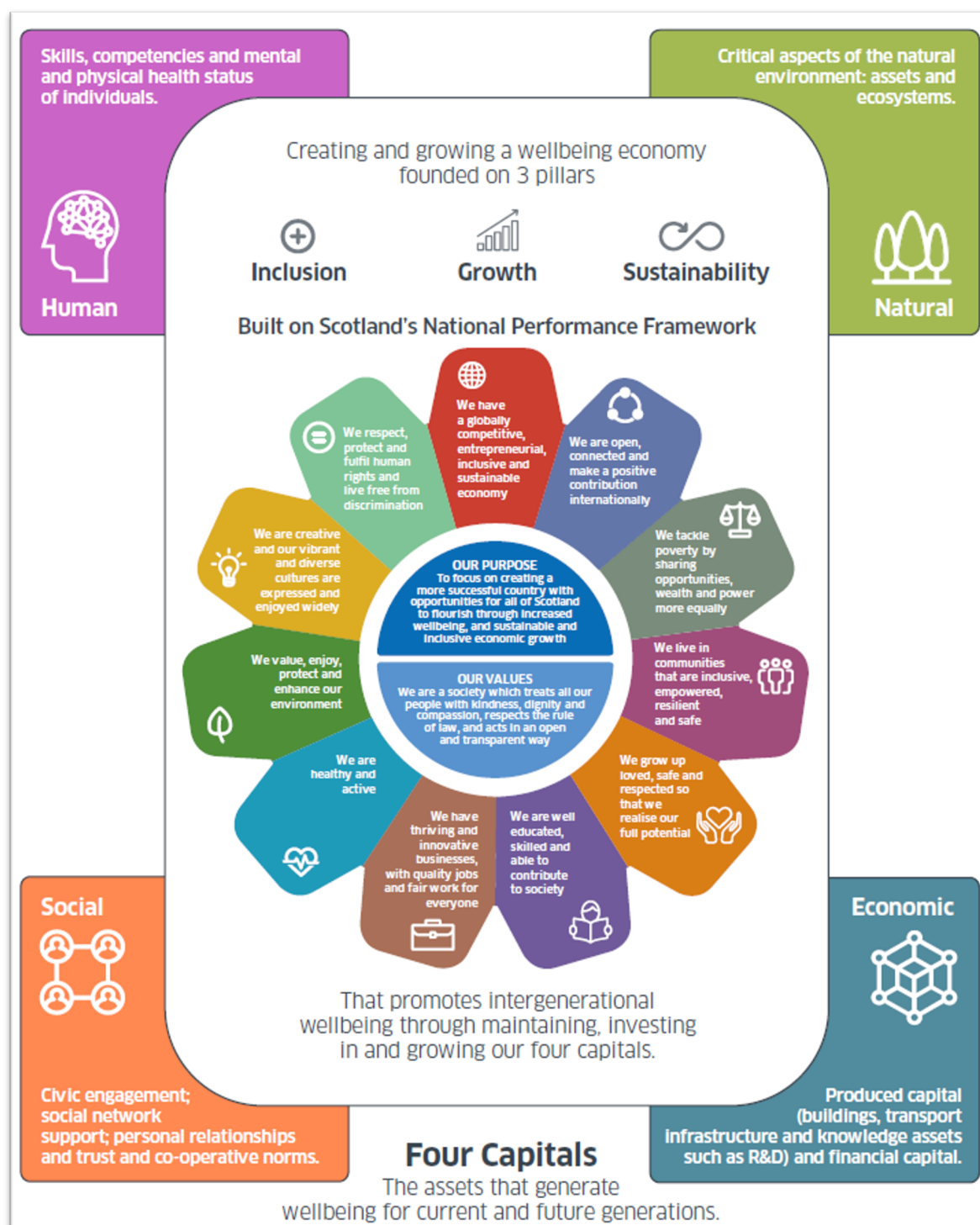
In recent months, there has been a sharp focus on the need for an inclusive and sustainable approach to economic recovery from the Covid-19 economic shock. The Scottish Government set out a framework for a national wellbeing economy in its response to the recommendations of the Advisory Group on Economic Recovery. That framework highlights the importance of inclusive growth and sustainability, as well as the need to invest in economic, environmental, social and human capital, to ensure Scotland has a robust economy that is resilient to future shocks.

¹ Seed (2020). What does a wellbeing economy look like? [Link](#).

² Wellbeing Economy Alliance (2019). What is a wellbeing economy? [Link](#).

³ L Calafati and N McInroy (2017). Local government and the commons: the time has come. [Link](#).

A wellbeing economy in Scotland



What is community wealth building?

Community wealth building is a people-centred approach to local economic development. It reorganises local economies to be fairer. It stops wealth flowing out of our communities, towns and cities. Instead, it places control of this wealth into the hands of local people, communities, businesses and organisations.

The way in which organisations like local councils, hospitals, universities and colleges spend their money, employ people and use their land, property and financial assets can make a huge difference to a local area.

Used in the right way, these things can be used to generate wealth, jobs and opportunity for local people and give as many people as possible a stake in the local economy.

Broadly, the current economic growth model is failing many locations and communities and those same communities are suffering the most from the pandemic. Recent OECD data showed that the UK is the only developed economy in which wages fell while the economy was actually growing, albeit meagrely.⁴ The UK is an economy where one in eight workers live in poverty,⁵ and where 1.3 million people (including children) rely on food banks.⁶ In Scotland, more than half of people in relative poverty live in households where at least one adult is in paid employment.⁷

These problems are not caused by a lack of wealth, but rather where wealth is going, who owns it and who benefits from it. Fuelling this inequality is the fact that the fruits of growth are often too readily extracted. At a local level, the prevailing model of economic development has often failed to engage with questions of wealth distribution, focusing instead on generating contributions to GDP.

In response, community wealth building has emerged as a powerful new approach to local economic development. Emerging first in the USA and taken forward by CLES in partnership with a range of local municipalities, community wealth building is a fundamental driver of a wellbeing economy. Community wealth building aims to reorganise the local economy so that wealth is not extracted but is broadly held and generative, with local roots, so that income is recirculated, communities are put first and people are provided with opportunity, dignity and well-being. In this, community wealth building seeks to hotwire social, economic and ecological benefits into the economy.

The Scottish government has adopted community wealth building, committing to working with five areas on community wealth building action plans which build on

⁴ V Romei (2017). How wages fell in the UK while the economy grew. The Financial Times. [Link](#).

⁵ Joseph Rowntree Foundation (2020). UK Poverty 2019/20: The leading independent report. [Link](#).

⁶ The Trussell Trust (2020). End of year stats. [Link](#).

⁷ The Scottish Public Health Observatory (2020). Income and employment: working-age and in-work poverty. [Link](#).

learning from work already underway in North Ayrshire. The five areas are Clackmannanshire, South of Scotland, Glasgow City Region, Western Isles and the Tay Cities.

Building strength and empowerment in local economies and communities is key to Scotland's collective recovery and community wealth building has the potential to bring tangible local benefits quickly. Taking this approach ensures that local people and businesses have a genuine stake in producing, owning and enjoying the wealth they create and moves us closer to the more just, equitable and sustainable society we want to see in a post Covid-19 Scotland.

Community wealth building has a particular focus on the activities of anchor institutions. These anchor institutions are large commercial, public and social sector organisations (including local authorities) which have a significant stake in a place. Anchors can exert sizable influence in impacting upon economic, social and environmental priorities, by adopting community wealth building strategies. In terms of public institutions, community wealth building asserts the strong democratic oversight of those institution, with a strong role for local political leadership.

At the heart of the community wealth building approach are five strategies for harnessing existing resources to enable local economies to grow and develop from within.

Five Principles of Community Wealth Building



Plural ownership of the economy – community wealth building seeks to develop a more diverse blend of ownership models: returning more economic power to local people and institutions. As such, community wealth building asserts that small enterprises, community organisations, co-operatives and forms of municipal ownership are more economically generative within the local economy than large companies or public limited companies.

Making financial power work for local places – community wealth building seeks to increase flows of investment within local economies by harnessing the wealth that exists locally, rather than by seeking to merely attract national or international capital. For example, local authority pension funds can be encouraged to redirect investment from global markets to local schemes. Mutually owned banks are supported to grow and regional banks charged with enabling local economic development are established. All of these are ideally placed to channel investment to local communities while still delivering a steady financial return for investors.

Fair employment and just labour markets – often the biggest employers in a place, the approach anchors take to employment can have a defining effect on the employment prospects, incomes and overall prosperity of local people and local communities. Commitment by anchors to pay the living wage, have inclusive employment practices, recruit from lower income areas, build progression routes for workers and comprehensive union recognition can stimulate the local economy and bring social improvements to local communities.

Progressive procurement of goods and services – progressive procurement is a means through which greater economic, social and environmental benefits can be achieved for local places and people. Increased local spend creates jobs, contributing to a multiplier effect which in turn creates additional jobs via increased demand for local goods and services. CLES have pioneered and been at the forefront of work around progressive procurement in the UK, helping to develop a dense local supply chain of local enterprises, SMEs, employee-owned businesses, social enterprises, co-operatives and other forms of community ownership.

Socially productive use of land and assets – anchors are often major land, property and asset holders. These represent an asset base from which local wealth can be accrued. In community wealth building the function and ownership of these assets is deepened to ensure any financial gain from these assets is harnessed by citizens. Furthermore, there is a desire to develop local economic uses and extend local social/community use of those assets. Indeed, much public sector land and facilities are the commons and should be used to develop greater citizen ownership of the built, open space and natural environment.

CLES has worked with dozens of institutions across the UK to develop the community wealth building movement, with each locality taking on a different blend of activities based on the five elements outlined above. 14 million people now live in community wealth building neighbourhoods, which is 21% of the UK's population.

Methodology: community wealth building diagnostic

The methodology CLES adopt is based on assessing and then identifying activity which is already happening, whilst also identifying new opportunities. In this, CLES has undertaken a desk-based review of key documents as a means of assessing the extent to which the tranches of work Fife Council is currently undertaking (i.e. in policies, strategies and actions) are reflective of a progressive and inclusive local economic approach. These structured around the five pillars of community wealth building.

A series of semi-structured interviews with key stakeholders were undertaken, in order to assess existing and future possibilities for community wealth building. See Appendix 1 for a full list of stakeholders we engaged with.

We have used the findings from this process, alongside the desk based work and wider experiences and insight from CLES's work on community wealth building work to make recommendations across the five pillars.

These recommendations feature at the end of each section. These obviously relate to the Council, but also have relevance to wider set of Fife anchors.

This report also includes an action plan, in Section 8, which sets out next steps for each recommendation.

2. Fife as a community wealth building place

Community wealth building is central to the narrative and practical actions related to creating a wellbeing economy in Fife. This section sets out the overarching strategy of the Council and what CLES see as the key challenges and opportunities going forward. It also makes recommendations as to where CLES thinks there is opportunity for deeper community wealth building work.

Context

Fife Council is an ambitious Council. Both politicians and officers are imbued with public values and a strong municipalist zeal. Whilst a deep knowledge and understanding of community wealth building is not yet ubiquitous across the organisation, many of the politicians and officers do have at least a basic understanding. Moreover, there is a strong intent from the political leadership that community wealth building should be the golden thread that underpins Fife's economic, social and ecological activity as it seeks to ensure that Fife is a place where "nobody and no community is left behind".⁸

Fife Council's current guiding principles are contained within a number of core strategic documents which are interrelated and connected.

In essence, there is a clear ambition to build an economy that works for people place and planet, by tackling poverty, inequality and climate emergency, whilst also recovering from the impact of Covid-19. As succinctly put within the economic strategy:



Moving forward, we want to achieve more than simply a pre-recession level of economic performance. We want to tackle the underlying challenges in our economy and labour market in order to both increase the competitiveness and

⁸ Fife Economy Partnership (2016). Fife's Economic Strategy 2017-27. [Link](#).

resilience of Fife's businesses and at the same time reduce inequality.



Underlying this ambition is a deep commitment to the people of Fife, as expressed within the Fairness Matters Report from the 2015 Fairer Fife Commission and the recognition that Fife should be a place where:



all residents have the capability to live good lives, make choices and reach their full potential... and where all children are safe, happy and healthy.



At a partnership level, these are aspirations to which all of Fife's major strategic actors are committed, as is evident within the following statement taken from Fife Partnership's Local Outcomes Improvement plan - Plan for Fife 2017-2027.



We will build on the good work that has already been done in order to bring about even greater improvements for Fife's communities. This will need drive, enthusiasm and courage. As you'll see as you read this plan, we don't think that being average is good enough. Because of the inequalities that exist across Fife, an average performance means that some people and some places are losing out. So we want Fife to be exceptional, not just average.



Challenges

Fife's strategic approach is impressive and bold. Nevertheless, as our interviews have revealed, the Council acknowledges that this ambition will require longer-term transformation activity, to be delivered in partnership, with a clear and consistent focus that will need to address a number of pressing challenges.

The external operating environment⁹

First, the implications of the coronavirus pandemic are likely to affect life outcomes for people for some time after it concludes. 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 health, jobs, poverty and inequalities.

Second, a significant inequality gap remains between Fife's most and least deprived communities. Progress in closing this gap has shown variable results, but it is clear that it remains and is resistant to significant change.

Third, regarding deprivation, Fife continues to track national trends in income and employment deprivation but is showing a rise in health deprivation. Overall, Fife shows a small rise in its share of Scotland's most deprived areas. Whilst the main areas for concern are within mid-Fife, pockets of deprivation exist across the region such as in the ex-coalmining towns of west-Fife. Child poverty is also a particular issue in Fife, with levels above the Scottish average.

Fourth, the economic picture across Fife is mixed, but there are concerns that in some key areas such as the number of jobs per person, Fife is falling behind both Scotland and the UK. Some areas, such as tourism, have performed well in recent years, but with the continued unpredictability of the coronavirus pandemic and potential impacts resulting from EU exit, these may present further challenges for even the strongest sectors of the Fife economy.

Finally, the declaration of a climate emergency underlines all of the above. This is a major strategic challenge which cuts across many outcomes. Although Covid-19 has led to the largest global fall in emissions since the second world war,¹⁰ the sobering truth is that even a controlled shutdown of the global economy has not led to the 7.6% annual reduction we need to meet the global target of keeping warming below 1.5°C. As it stands, our global economy remains on a path to man-made destruction.¹¹ Whilst the response to this crisis will have to be vast, working at the national and global level, the importance of the local dimension must not be ignored. The impacts of climate change happen in real places to real communities. Rather than waiting for enlightened action from national government, Fife must therefore be at the forefront of protecting its interests and communities; and must do so urgently.

⁹ As articulated in Fife's Strategic Assessment 2020, discussion draft v3 and further contextualized during the interviews process.

¹⁰ The Guardian (2020). After the Covid-19 crisis, will we get a greener world. [Link](#).

¹¹ Ibid.

Unifying priorities

Whilst the overlap between Fife's numerous strategic documents is encouraging, there is a lack of an overarching plan to knit Fife aspirations together and provide a road map for the challenges ahead. Just as too many cooks can spoil the broth, sometimes too many outcomes and priorities can lead to analysis paralysis, with the complexity and scale of the challenge affecting the ability to take the required action. This is reflected in the fact that, as it stands Fife's ambitions around its economy, its determination to tackle poverty and inequality and the demands of climate emergency can sometimes feel like they are being dealt with in isolation.

On one level this is completely understandable given that these are indeed significant problems in their own right. Yet, these are also challenges that are inherently linked. If we have the wrong kind of economic growth, this will be to the detriment of people and planet. If we focus on tackling climate emergency in isolation, the burden this may place on the economy and society could be ruinous, heaping yet more pressure on the most deprived communities.

With community wealth building, however, the intention to hotwire social, economic and ecological benefits into the economy will ensure that Fife's challenges are considered in concert, not in isolation. As such, community wealth building should become the golden thread through which the activities of Fife Council and the wider partnership are considered.

Opportunities

Good Foundations

Though the challenges outlined above are indeed pressing and complex, they are by no means insurmountable and Fife Council is in a strong starting position to advance and scale the necessary community wealth building activity. Our interview process revealed encouraging activity across all of the five community wealth building pillars both within the Council as well as the wider Fife Partnership and we offer the following summary here below.

- **Progressive procurement of goods and services.** Historically, procurement activity within Fife Council has been framed by considerations of efficiency savings and achieving economies of scale through the purchase of goods. However, in the last five years, emphasis has shifted towards the importance of localising spend and upon utilising procurement to deliver wider priorities around economic, social and environmental challenges.
- **Fair employment and just labour markets.** The Scottish government's ambition - shared by the Fair Work Convention - is for Scotland to be a Fair Work Nation by 2025. The Council has been a living wage employer since 2016 and Fife is also home to Glenrothes, the UK's first living wage town. There is a focus on attracting young people into the workforce and the Council is well linked in with preemployment training support from Job Centre Plus. It also supports progression through various mentoring initiatives.

- **Socially just use of land and property.** Fife's Affordable Housing Programme is amongst largest in Scotland, building over 3,000 new homes by 2022, which will help sustain around 1,000 jobs each year in the construction sector. Fife has also pledged its commitment to communities taking on responsibility for some local assets, such as community halls, libraries and open spaces.
- **Making financial power work for local places.** Fife has a strong network of credit unions and also a community bank. There is also a desire to ensure that local pension fund investment is more targeted towards local priorities. Recommendations will focus on how the existing local finance network can be strengthened to provide vital credit lines to SMEs, social enterprises and employee-owned businesses.
- **Plural ownership of the economy.** The Fife business base is dominated by **SMEs**, with 96% of Fife's businesses employing fewer than 250 employees.¹² Employee ownership, in conjunction with all business development, is well supported through the Council's in-house Business Gateway contract. The Council supports the Fife Social Enterprise Network which promotes and represents social enterprises in Fife. It also has strong links with Fife Voluntary Action which supports around 4,000 third sector organisations across the region. The Council has resisted moves to outsource the majority of its services and has even managed to retain around a 10% ownership stake within the local care home market, enabling it to lever significant influence over the sector.

The City Region Deals

In support of the Council's ambitions, Fife is part of two City Region Deals – Edinburgh and South East Scotland and Tay Cities. The Edinburgh and South-East Scotland Deal will deliver more £1.3 billion to the wider region with the Tay Cities Deal delivering more than £700 million. In both cases these monies are intended to drive inclusive economic growth by creating higher value jobs, sharing prosperity and creating an inclusive skills ecosystem whilst reducing inequalities and deprivation. Work is also now underway in Scottish Government to examine how community wealth building could be applied across all City Region Deal projects.

Moreover, the Scottish government is committed to its target of net zero emissions of all greenhouse gases by 2045 - five years ahead of the United Kingdom. Its support for city region and growth deals aims to drive inclusive and sustainable economic growth at the regional level in line with Scotland's economic strategy, which has a clear focus on supporting its net zero ambitions.¹³

Recommendations

This it is a pivotal time of opportunity for Fife. Notwithstanding the challenges outlined above, the Scottish government Wellbeing Economy project, of which

¹² Fife Council (2018). Fife's Business Base Report 2018. [Link](#).

¹³ The Scottish Parliament (2019). Official Report: Meeting of the Parliament 21 November 2019. [Link](#).

CLES's work forms a part, the City Region Deals and the strong community wealth building foundations presents a real opportunity to shape a flourishing wellbeing economy.

Community wealth building should become the golden thread for any and all economic, social and environmental measures the Council and other partners of the Fife Partnership deploy.

The following recommendations demonstrate how this golden thread can be developed in practice.

1) An economic strategy for community wealth

Fife's current economic strategy will be refreshed in 2022 and it should make community wealth building the unifying principle which brings together economic recovery, place leadership, antipoverty and climate action.

Fife's Economic Strategy 2017-2027 sets out how key partners will work together to achieve stronger, sustainable and more resilient economic growth for Fife which is shared by all. Nevertheless, as outlined above, it needs a stronger narrative to unify Fife's approach to tackling head-on the challenges around inclusive economic growth, poverty and climate emergency. This is not substantive task, but a change in emphasis to ensure that all economic ambition, planning and future activity is filtered through a community wealth building lens.

The current strategy identifies several key sectors where Fife should focus its economic development and employability efforts. An Economic Strategy for Community Wealth should build on this, with greater emphasis placed upon the development of a social and solidarity economy to advance alternative more generative models of ownership in areas such as:

- Energy and renewables - Fife is one of the country's leading centres for energy low carbon and renewables with a strong and growing profile of low carbon businesses, a range of site development locations and world-class training and research facilities.
- Tourism - Tourism is by far Fife's best performing economic sector. There is however a view that there is still even greater potential to be realised from existing undeveloped assets.
- Food and Drink - With a strong agricultural sector and large number of award-winning food and drink producers, Fife has an important and growing food and drink sector.
- Health and care - Future opportunities for employment growth are likely to come from health and social care, already Fife's largest sector in terms of employment.

2) Establish a Fife anchor network taskforce to drive community wealth building across the partnership

CLES's experience across diverse places is that community wealth building is most effective and transformative in places where the local authority and key anchors meaningfully collaborate, with formal structures getting key partners in the same rooms, advancing shared strategies and goals (See Preston case study below).

The Fife Partnership is already well-placed to push community wealth building work across the region, featuring voices from several sectors which contribute significant resources.

- The overall Fife Council revenue budget is around £771 million. The Council employs over 14,600 people.
- NHS Fife has a budget of around £766 million, of which £342 million is managed by the Health and Social Care Partnership. It employs over 7,600 people.
- University of St Andrews has a budget of over £251 million and has over 2,700 staff.
- Fife College has a budget of over £47 million and over 1,100 members of staff.
- Other partners, like Police Scotland, Scottish Fire and Rescue Service and Fife's Third Sector also bring considerable resources to the table.

As such, further collaboration should be progressed to deepen and scale-up progressive practice in Fife. The purpose of the proposed taskforce will be to ensure that the Partnership develops a laser-like focus on key issues and can advance action to address them. In light of the pandemic, work will likely focus on jobs and on the role of human resources departments, as well as procurement and spending as key elements of stimulating local demand. Ultimately, the task force will need to establish a deeper forum where practitioners can develop joint strategies around procurement, commissioning and community benefits, employment, land, property and finance, supporting each other in very practical terms.

The taskforce will also need strong accountability and should use the existing Fife Partnership structure for this.



Preston: The Power of Anchor Networks

In a growing number of localities, we are seeing how networks of anchor institutions operating in concert can amplify their impact on the communities they serve by leading a wholesale community wealth building approach. In Preston, for example, from 2014 to 2018, CLES worked with six anchor institutions, brought together by the city Council. Here, we helped these institutions to use their combined weight to drive levels of spending with city-based suppliers up from £38.3m to £112.3m over a five-year period. In the light of this activity, the locality has begun to reshape the market for goods and services in some specific sectors to encourage more locally rooted companies to establish themselves and grow.¹⁴

Moreover, in terms of further direct impact stemming from anchor activities:

- 4000 extra employees are now receiving the real living wage. Preston saw a reduction in employment from 6.5% in 2014 to 3.1% in 2017. (Compared to UK average of 4.6% in 2017).
- Preston saw a 10% rise in 16-24 year olds receiving at least an NVQ Level 3 between 2014-2017.
- Preston moved out of the top 20% most deprived local authority areas in the UK.
- Preston was named the most improved city in the United Kingdom.

3) Community wealth building culture

There is clear political and officer buy-in and understanding of the principles of community wealth building in Fife. Similar levels of understanding were also apparent across many of the officer interviews CLES conducted. To build on this, community wealth building training should be provided to staff, through resources on the staff intranet and through annual workshops staff can take part in.

Training focused on generating community wealth building through community benefits should also be delivered to all commissioners and buyers within the

¹⁴ CLES (2019). How we built community wealth in Preston: achievements and lessons. [Link](#).

Council, building a culture where community benefits are a central part of Council business and delivery (see recommendation 7).

4) Community wealth building working group

A community wealth building working group comprised of staff (and perhaps stakeholders of the Fife Partnership) should be established. This group should be chaired by the Leaders of Fife Council to establish political leadership and oversight of the community wealth building agenda. They should meet for first time in early 2021 to take the actions from this report forward.

5) All City Region Deal projects should follow the principles of community wealth building

Each part of the programmes planned for the Edinburgh and South East Scotland Deal and Tay Cities Deal should be aligned to the principles of community wealth, providing benefits to local residents. This requires secure awareness and some concrete connections between aspirations for the City Region Deal and principles of community wealth building. Ensuring a progressive community benefits procurement framework is placed upon these from the outset could ensure that the City Region Deal is a key lever for unlocking opportunities for community wealth building. Indeed, procurement is likely to feature heavily. A joint progressive procurement working agreement or strategy should be progressed and used for all suppliers to the City Region Deal projects. This arrangement must also embed social values and community benefits.

3. Progressive procurement of goods and services

The procurement and commissioning of goods and services by local authorities and key anchor institutions is a crucial lever in the building of community wealth. It is vital the Council and key partners use their purchasing power and convening abilities to deliver economic, social and environmental justice to the people of Fife through the progressive procurement and commissioning of goods and services.

By progressive procurement, we mean a number of things. First, it is about increasing the importance of procurement as a corporate function. Second, it is about increasing levels of spend with local organisations and SMEs. Third, it is about addressing some of the myths around what can and cannot be done around procurement, particularly around legislation and bureaucracy. Fourth, and probably most importantly, it is about using procurement as a lever to address the local economic, social and environmental challenges which places face.

It is this fourth element that our focus in Fife hones upon. We are particularly interested in how community benefits through procurement (alternatively phrased as social value) are embedded in the different stages of the procurement cycle.

The following section of this chapter explores generally what local authorities and other anchor institutions can do to progress procurement and specifically embed community benefits considerations across the stages of the procurement cycle. It then provides recommendations for Fife Council as to how they can further progress procurement processes and practices into the future as part of the community wealth building Action Plan.

The stages of being progressive in procurement and embedding community benefits

The process of procurement should be viewed as a cycle, with the following five stages or themes seen as complimentary and interlinked. We now outline the five stages of the procurement cycle and what local authorities and other anchor institutions can do to be more progressive and embed community benefits considerations. A detailed assessment for Fife Council against each of the themes and activities is provided in Appendix 2.

The progressive procurement cycle



Theme 1 – Governance and strategy

This first theme of activities is around governance and strategy – this should drive the way in which procurement is undertaken politically, strategically and operationally.

Political buy-in

Local authorities can progress procurement by ensuring that it is a key component of political visioning. Growing and enhancing the business base of a locality and utilising procurement as a lever to address wider challenges is not linked to any particular political ideology. It makes economic sense.

Spend analysis

Local authorities can progress procurement by understanding in more detail how much they spend on an annual basis buying goods and services. In particular, local

authorities can undertake spend analysis to understand where their procurement spend goes geographically, sectorally and in terms of particular business types such as SMEs.

Community benefits focused Procurement Strategy

Local authorities can progress procurement by developing procurement strategies which are shaped by community benefit. Traditionally and rightly so, procurement strategies will focus upon compliance with legislation. They can however link to wider strategic priorities and particularly delivering wider economic, social and environmental outcomes.

Community benefits Procurement Framework

Local authorities can progress procurement by developing procurement frameworks which are focused on community benefits. In this, they can link community benefits to each of the stages of the procurement cycle by developing outcomes, indicators, community benefits focused questions, means of evaluating responses, monitoring measures and matrices of where community benefits are relevant to particular service areas.

Community benefits commissioners and procurers

Local authorities can progress procurement through ensuring their procurement officers are correctly trained. This means training around how to undertake procurement from a legal and compliance perspective and also from a community benefits perspective, thus ensuring that community benefits are an integral part of the process.

Theme 2 – Commissioning

The second theme of activities is around commissioning – these are all things that those responsible for designing goods and services can think about prior to going to tendering and the market.

Service user engagement

Local authorities can progress procurement through actively engaging citizens and service users in the design of goods and services. This can include through public consultation or engaging with users on the design of a service that they are going to benefit from. This activity can be particularly prevalent in the provision of health and well-being services.

Cross-departmental relationships

Local authorities can progress procurement through making the responsibility for the process go beyond procurement officers. There needs to be active engagement of those which are designing the good or service (commissioners) and those which have knowledge of local economies, the market and the challenges facing localities (those working in economic development).

Community benefits weighting

Local authorities can progress procurement through introducing weightings into decision making criteria that go beyond cost and quality. For example, they can weight responses around community benefits as 20% of the overall decision.

Pre-procurement

The third theme of activities is around pre-procurement – these are all things which local authorities can undertake to make potential suppliers aware of upcoming procurement opportunities.

Information provision

Local authorities can progress procurement through effectively communicating the process and opportunities to the market. They can set up portals which enable organisations to be alerted to relevant opportunities and which make them aware of how procurement is undertaken, with a particular emphasis on community benefits requirements.

Meet the market events

Local authorities can progress procurement through engaging with the market as part of the process. For example, they can arrange events where interested organisations come together to discuss a specific opportunity. This can also be effective in developing relationships across organisations which are important for sub-contracting arrangements.

Theme 4 – Procurement and decision-making

The fourth theme of activities is procurement and decision-making – these are things which local authorities can do in the tender process itself and in evaluating the responses of potential suppliers.

Community benefits questions menu

Local authorities can progress procurement through asking specific questions as part of the tender process around community benefit. These questions can link to the types of community benefits activities which an organisation is already undertaking and activities that they will undertake specifically in relation to the opportunity they are tendering for.

Qualitative and quantitative evaluation

Local authorities can progress procurement through adopting innovative approaches to evaluating tender responses. This can include the utilisation of quantitative metrics to explore the potential impact of community benefits activities, for example.

Theme 5 – Delivery

The fifth theme of activities is delivery – these are things which local authorities can do during the actual delivery of the contract by the chosen supplier.

Legal and Contractual terms

Local authorities can progress procurement through being more robust about how community benefits commitments are detailed in contracts. They should be a condition of contract with suppliers expected to deliver against them and monitor against them, with penalties for non-compliance.

Community benefits brokerage

Local authorities can progress procurement through supporting suppliers to deliver community benefits commitments. In this, they can broker relationships with employment and apprenticeship providers, for example and with voluntary and community sector organisations.

Monitoring

Local authorities can progress procurement through actively monitoring the outputs delivered by suppliers. This can be particularly important in exploring the extent to which community benefits commitments have been delivered and the wider impact of such activities on beneficiaries and wider economic, social and environmental outcomes.

Supplier Networks

Local authorities can progress procurement through developing relationships across suppliers delivering goods and services. They can set up networks that enable suppliers to share practice and learn from each other. The focus of such networks could be around community benefit, for example.

Recommendations

Our assessment and analysis of these themes (see Appendix 2) highlights that Fife Council is in a positive place when it comes to progressing the procurement pillar of community wealth building and particularly in embedding community benefits considerations into the process of procurement. However, the analysis has also identified some gaps which have helped inform a set of recommendations for further improvement.

6) Develop community benefits procurement framework

Fife Council should develop a community benefits Procurement Framework. Informed by wider political priorities, policy and strategy, this would be an easy to use tool which commissioners would use when designing goods, services and works opportunities to identify relevant community benefits. It would also ensure that community benefits are adopted consistently as part of quick quotes (threshold from £10k to £50k). In summary, the Framework would detail:

- the broad community benefits **outcomes**, which the council is seeking to achieve through procurement;
- the types of community benefits **activities**, which suppliers could potentially deliver in relation to those outcomes – this could include a map of suitable voluntary and community sector led projects;
- the **questions** that could be asked as part of a procurement exercise in relation to each outcome and accompanying activity;
- the way in which the responses to the questions from potential suppliers could be **evaluated**;
- the types of good, services and works for which particular outcomes, activities, questions and evaluation ways are relevant – effectively a **matrix**;

Linked to the above community benefits procurement framework, Fife Council should develop a set of specific community benefits questions, for including in the Framework. These would be a mix of how many, what are you going to do and do you have questions. They would link directly to the wider outcomes Fife Council are seeking to contribute towards through procurement.

7) Provide community benefits training

The realisation of community benefits should not just be seen as the domain of the Procurement Team, or a narrow group of commissioners. Instead, it should be the responsibility of all individuals with responsibility for buying goods, services and works. We therefore recommend that Fife Council develops and implements a training programme around community benefits for all commissioners and procurers within the Council. This training should be shaped by the knowledge of the Economic Development Team and others with wider policy responsibilities

8) Widen out meet the market events

Fife Council should look to widen out the focus of meet the market events, so that they cover procurements beyond construction. The focus of the events should be upon raising awareness of opportunities, enabling suppliers to develop relationships with potential sub-contractors, sharing knowledge and experiences around community benefits. This work has started in respect of a recent consultation around high-speed rail. Opportunities for further expansion should now be considered.

9) Look to influence others

Fife Council should look to influence the behaviour of other commissioners and procurers when it comes to community benefits. They could set up a cross-organisational procurement practitioners' group that includes representation from the university, colleges and health providers. This would ensure that the Fife Council Procurement Strategy and its wider outcomes influence the practices of other institutions.

4. Making financial power work for local places

The UK banking sector is orientated to global markets rather than local investment and economic development. Over recent years, there has been a stagnation in lending to small business and many local bank branches and lending centres have closed, reducing the connection between lenders and their local communities. Access to credit is the life blood of many small businesses without which they struggle to operate and compete with larger firms to provide goods and services. At the same time, increasing poverty is driving many individuals to pay-day lenders, with punitive interest rates.

Community wealth building seeks to increase flows of investment within local economies. It does this by harnessing the wealth that exists locally, rather than by seeking to attract national or international capital. For example, local authority pension funds are encouraged to redirect investment from global markets to local schemes. Mutually owned banks are supported to grow and regional banks charged with enabling local economic development are established. Ensuring there are ethical lenders such as credit unions is also key in ensuring local people are not sent into unmanageable debt. As such, access to finance is fundamentally important to the success of community wealth building.

Context

SMEs are vitally important – both in Fife and across the UK economy. They account for 99.9% of all private sector businesses,¹⁵ 60% of private sector employment and 47% of private sector turnover across the country.¹⁶ In Fife, SMEs make up 95.75% of businesses, employing over 59,000 people.¹⁷ Increasingly, however, traditional banks are preferring not to take the perceived risk of lending to SMEs, implementing stricter lending criteria. In 2019, the value of bank loans to SMEs fell in more than half of the country.¹⁸

Getting funding to SMEs is crucial. Doing so acts as a poverty alleviation strategy – by helping local firms to flourish, grow, invest and hire – and as a way of building a robust and resilient local economy, which is not vulnerable to the shocks that can occur through the closure or departure of a large private employer.

¹⁵ HM Gov (2018). Business Population Estimates for the UK And Regions 2018. [Link](#).

¹⁶ Civitas (2017). Helping SMEs Access Finance: The importance of responsible finance Providers. [Link](#).

¹⁷ Scottish Government (2019). Businesses in Scotland. [Link](#).

¹⁸ Smallbusiness.co.uk (2019) SME lending: 56% of the country saw value of loans fall last year. [Link](#).

Furthermore, personal debt is also a significant problem in Fife, with the debt charity StepChange reporting that Fife has the third highest amount of Debt Advice clients of all local authority areas in Scotland. Indeed, the statistics included here are from before 2020 and the picture in Fife is likely to have significantly worsened. In the wake of the pandemic, StepChange have reported a personal debt “tsunami” of £6 billion is being stored up among 4.6 million households in the UK.¹⁹

As this shows, there are issues regarding access to credit, especially for those most in need of it: SMEs and many people living in Fife. These issues have not gone unnoticed by Fife Council, who identify a need to improve access to finance for SMEs in the Fife Economic Strategy.²⁰ The Fairer Fife Commission report also notes that, although there is a relatively strong infrastructure of credit unions in Fife, take-up of these facilities is limited.²¹ Addressing these issues head on will be crucial in creating a wellbeing economy in which all citizens of Fife share in its flourishing.

What Fife Council is doing

The Plan for Fife, identifies the promotion of access to affordable credit and banking facilities as an action to maximise household income in Fife.²² There is a clear intention within the Fife Economic Strategy²³ to engage with national agencies to ensure that sources of finance for SMEs are both accessible and relevant.

In 2017, the Community Development Finance Institution was established across the local authority areas of Fife, Falkirk and West Lothian to offer borrowing and money advice to low income, high-risk groups who would otherwise use higher cost alternatives.

Notably, Fife Council are already piloting a supplier cashflow service to enable suppliers to access finance up to 80% of order value and “highly competitive” interest rates, helping reduce working capital costs. These mechanisms for delivery of finance to local SMEs hold significant potential.

Moreover, in terms of other sources of financial power and how these could be used to benefit Fife, there is also due to be significant resource coming into Fife from its involvement in the two City Region Deals - most of it in the form of capital projects. For example, the Edinburgh and South East Scotland Deal is supporting the Fife i³ Programme which will accelerate inclusive growth across the city region. This will contribute to the delivery of investment priorities by increasing the supply of a diverse range of serviced employment land and modern business premises in both mid and south Fife.²⁴ It is also supporting Fife’s ten-year £48.4m Industrial Innovation Investment Programme which will deliver much-needed new buildings and serviced sites in key locations in Mid and South Fife. It will create 1,000 new

¹⁹ StepChange (2020). Coronavirus and personal debt: a financial recovery strategy for households. [Link](#).

²⁰ Fife Council, Fife Partnership, Opportunities Fife (2016). Fife’s Economic Strategy 2017 – 2027. [Link](#).

²¹ Carnegie UK (2015). The Report Of The Fairer Fife Commission. [Link](#).

²² Fife Partnership (2019). Plan for Fife. [Link](#).

²³ Ibid.

²⁴ The City of Edinburgh Council (2019). Fife Industrial Innovation Investment (Fife i³) Programme Business Case. [Link](#).

skilled permanent jobs and almost 600 short-term construction jobs over the 15-year lifetime of the City Region Deal.²⁵

As part of the Tay Cities Deal, the University of St Andrews has received £26.5m to fund a green energy project at Guardbridge,²⁶ which will focus on lowering carbon emissions, controlling energy costs and establishing a green supply chain with local economic benefit. Furthermore, the project is also seeking to embed a culture of local investment. Referred to as the Guardbridge Guarantee, this will deliver:

- an expansion of the apprenticeship programmes;
- opportunities for local start-ups;
- more highly skilled and better paid jobs; and,
- the encouragement of more inclusive and sustainable economic activity and investment across Scotland.

Recommendations

In line with recommendation 5, all City Region Deal activities should be filtered through a community wealth building lens. Whilst work is now underway in Scottish Government to examine how community wealth building could be applied across all City Regional Deal projects, Fife should look to push the envelope from the ground up. In particular, a joint progressive procurement working agreement or strategy should be progressed and used for all suppliers to the City Region Deal projects. This arrangement must also embed social values and community benefits. To add further scale to the Council's aspirations to make financial power work for Fife, we also provide the following specific recommendations.

10) Support and promote credit unions and the Community Bank to become financial anchors (see case study below)

Our interviews indicated a political will to support the strengthening of credit unions in Fife and to support the resourcing of Kingdom Community Bank who have fielded a significant increase in loan applications since the onset of the Covid-19 pandemic.

To do this, the Council could encourage and incentivise more Council staff to open savings accounts by working with both the bank and the local credit unions, helping to ensure the financial wellbeing of the Fife Council workforce, by fostering a savings habit that helps build employee's financial resilience. Fife Council could also investigate the feasibility of signing up for payroll saving.

As an additional first step, Fife could liaise with the Community Savings Bank Association and the Association of British Credit Unions to understand what opportunities there are for further development in Fife.

²⁵ Fife Council (2020). Work starts on Fife's flagship City Region Deal programme. [Link](#).

²⁶ University of St Andrews (2020). Eden Campus Energy Centre – About the project. [Link](#).



Chorus Workplace Saving Scheme and Employer Partners

Brighton and Hove and East Sussex

The Financial Inclusion Centre has recently published its new Interim Report 'Getting Workforces Saving' that has found that there is a positive relationship between credit union membership within workforces and more frequent and persistent (or disciplined) saving habits compared to their non-credit union member colleagues.

Payroll deduction schemes with credit unions appear almost universally popular amongst existing users – 96% stated that they would recommend this method to their co-workers.

Ease and simplicity are the principal drivers for participating in a payroll deduction scheme – 79% stated it was the main reason for saving via this method with the credit union.²⁷

The East Sussex Credit Union has a Workplace Saving Scheme and Employer Partner programme²⁸ which supports the capitalisation of the Credit Union, in turn reducing the cost of borrowing for lenders. For every £1,000 invested in the credit union they can reduce the amount of interest payments made to higher cost lenders by £500.²⁹

11) Explore the potential for Fife Pension Fund to invest in local initiatives (see case study below)

Our interviews also indicated a political will for Council pension funds to be used in a more socially generative way. Fife should use the significant weight that being one of the first community wealth building councils in Scotland to encourage the Pension Fund to look for more local financing initiatives. This is especially important in the context of the pandemic: the pension fund investing in local businesses could not only see dividends for pension holders, but act in the interest of the place in the long term, in terms of supporting businesses at a time of crisis. This is a balancing act, however. Given the fiduciary duty that pensions fund have to maximise financial return, it may ultimately be cheaper for the Council use other

²⁷ Chorus (2019). Workplace Savings Schemes Benefits. [Link](#).

²⁸ Chorus (2020). Employer Partners. [Link](#).

²⁹ East Sussex Credit Union (2020). Savings. [Link](#).

sources of finance. Nevertheless, there could be a discussion around whether this duty could be flexed to incorporate more of a social purpose.



Local pension fund investments

Lancashire and Preston

Preston's pension fund is managed by Lancashire County Council. As part of the "Preston Model" of community wealth building, these two organisations worked together to localise pension investment in Preston. Since 2013, £100m has been allocated in Preston and South Ribble, with investments in student housing and hotel redevelopment. This strategy ensures stable returns also benefit local people and the local economy.

5. Socially productive use of land and assets

Land and assets form a key element of community wealth building. Whilst a traditional economic development approach might only measure the value of these assets in economic terms, developing a community wealth building approach in Fife would see these assets harnessed to serve the common good.

Context

Many stakeholders expressed a good understanding of the need to use land and assets in a more productive way.

Fife has also pledged its commitment to communities taking on responsibility for some local assets, such as community halls, libraries and open spaces. However, previous disposal of the most desirable assets have left a limited remaining stock of land and properties, the majority of which have challenges which make them unsuitable for those without deep pockets. Furthermore, the desire to take a further the socially productive use of land and assets is somewhat confused by a mixed bag of objectives – some stakeholders emphasised the importance of maximising capital receipts, while others emphasised the importance of wider social and ecological goals.

Though budget crises are of course of great concern and should be treated as such, it is important that the realisation of the broader long term local economic, social, cultural and environmental use value of land and property assets happens and doesn't play second fiddle to short term sell off for capital receipts.

What Fife Council is doing

There is a recognised need to deliver and share a definitive strategic asset register amongst all relevant internal stakeholders. It was also recognised that in order to maximise the potential of this approach to deliver social value to Fife's communities, its management would need to be appropriately resourced with closer working between the Estates, Communities and Economic Development teams to maximise the opportunities available to use these assets to support alternative models of ownership within the commercial economy – more SMEs, social enterprises and employee-owned businesses. Once this first “quick-win” is completed, there are numerous opportunities which could be unlocked and cascade.

One area where Community Asset Transfer has been successful in recent years is via the disposal of open land to community wildlife projects at peppercorn rates. More potential remains for this approach and, with strategic guidance, this could offer significant opportunities to open up green space and community growing opportunities to those areas where there is currently a lack of provision. Similarly, as tourism is a strategic growth priority for Fife, any opportunities for the rewilding of land to support this sector should be jointly explored with the Economic Development team.

Fife's Affordable Housing Programme is amongst largest in Scotland, building over 3,000 new homes by 2022, which will help sustain around 1,000 jobs each year in the construction sector. Fife also has a significant council house building programme, having delivered 5,700 properties in the last seven years. In order to continue to facilitate the continuation of this work, land owned by the various membership of the Fife Partnership will need to be pooled.

New properties being built by Fife meet all standards for energy efficiencies and some trials have taken place in reaching passivhaus standard. However, an underdeveloped supply chain in Scotland undermines this approach on the basis of cost. Similarly, fitting of solar panels to new build council homes and retrofitting to existing stock was trialled but abandoned when the costs proved prohibitive. While issues of cost are, of course, paramount, more work could be done here to identify national funding schemes to support more work in this area. Furthermore, the deficiencies in the local (and national) supply chain to delivery higher standards of energy efficiency at affordable rates should be explored as an opportunity to create growth in this sector.

Recommendations

12) Create a strategic asset register and support closer working to deliver this strategically

Fife Council needs to think about assets in terms of their wider social, cultural and environmental use. The first stage of this is understanding what assets the Council owns and as such a strategic asset register should be created. This can then be sifted for sites that could be used productively from a community wealth building frame and could include engaging with communities around vacant and derelict land use. Crucially this work should involve the Estates, Economic Development and Communities teams working jointly to understand the opportunities available to use these assets to support alternative models of ownership within the commercial economy – more SMEs, social enterprises and employee-owned businesses – the role of these spaces in supporting tourism in Fife and in providing additional green space and community growing opportunities to those areas where there is currently a lack of provision. This could build on the existing 'virtual' CAT team which currently includes all of the above except Economic Development.

13) Work with the Fife Partnership to pool land for housing

Relating to recommendation 2, one priority for the wider Fife Partnership should be a collective register of land and property assets, with particular attention paid

to understanding what land is held by anchor institutions that would be suitable for Council and affordable housing building projects (see case study below). Work here could feed into the planned review of the current spatial plan that is due to take place in 2021.



East Lancashire Hospitals NHS Trust

East Lancashire Hospitals NHS Trust have adopted an anchor mission to use their power in the economy to create a more progressive local labour market. The Trust works hard to recruit and retain nursing and medical staff, but many of their lowest paid workers cannot afford to rent or buy a property in the local area.

To address this, the Trust are currently involved in two projects to develop affordable housing on their own land, working in partnership with a local housing association to provide affordable housing and accommodation for key workers. They are also working with Burnley Council, who are developing a piece of the Trust's land to for the same ends.

14) Explore the potential for a green building supply chain

The lack of supply chain for passivhaus-standard building presents both a considerable challenge in the face of the climate emergency and a significant growth opportunity, not just for Fife but for Scotland as a whole. Fife is already making use of the supply chain development to grow indigenous businesses in the Fife economy.³⁰ The Council should therefore consider how a more targeted use of this fund may be able to support local businesses in the construction sector to facilitate a green transition. Furthermore, over the next five years, Scottish government has committed to the creation of a £100 million Green Jobs fund to support increased opportunities for green job creation across Scotland.³¹ The intention of this fund is to help businesses which provide sustainable and/or low carbon products and services to develop, grow and create jobs. The Council should therefore investigate how this funding pot could be utilised to support and develop a green building supply chain.

³⁰ Fife Council (2020). Fife Continues to Support Businesses Access Contract Opportunities. [Link](#).

³¹ Scottish Government (2020). Protecting Scotland, Renewing Scotland. [Link](#).

6. Fair employment and just labour markets

Employment and skills are key elements in developing an inclusive local economy. They equip us with the commensurate skills that an economy needs and they also develop our grow and self-worth, supporting us to reach our full potential.

Context

In Scotland, the Fair Work agenda is central in driving elements of this pillar. The Scottish government's commitment to promoting Fair Work is set out in Scotland's Economic Strategy, National Performance Framework, Economic Action Plan and Labour Market Strategy.

The actions the Scottish government is taking through the Fair Work Action Plan³² cover three broad themes aiming to:

- Support employers to adopt fair work practices;
- Deliver fair work to a diverse and inclusive workforce;
- Embed fair work across the Scottish government.

The latest figures for unemployment indicate that Fife's unemployment rate decreased by 0.2 percentage points compared with the previous period (Apr 2019 to March 2020) but remains significantly higher than both the Scottish and UK average rates.³³ Jobs density is low, at 0.66 jobs per person, compared with 0.81 across Scotland.³⁴ It is of particular note that cumulatively, employment in those sectors worst affected by the Covid19 pandemic account for nearly 25% of all employment.³⁵

The employment and skills challenges in Fife reflect the economic geography of the area. There are particular disparities in employment and opportunity within the mid-Fife area but also pockets of deprivation elsewhere, such as the ex-coalmining towns of west-Fife. Moreover, as noted in the Draft Fife Strategic Assessment for 2020, pockets of deprivation in Fife are often masked by surrounding affluence, making it harder to target interventions to support employment.

³² Scottish Government (2019) Fair Work Action Plan. [Link](#).

³³ Fife Economy Partnership (2020) Monthly Labour Market Update (October). [Link](#).

³⁴ Nomis (2019) Labour Market Profile – Fife. [Link](#).

³⁵ Skills Development Scotland (2019) – Regional Skills Assessment – Fife. [Link](#).

Specific challenges

- **Youth unemployment** is of particular concern in Fife, with the 16-24-year-old age group having the highest Universal Credit claimant rate of any age group.³⁶
- **Low-skill levels** amongst the population have a tendency to undermine the ability to service the skills-needs of higher-value economic activities. In Fife, 26% people of working age have no qualifications, rising to 38% in the most deprived areas (2011 Census). Local education attainment is improving, however, which suggests movement in the right direction. Fife College, in particular, reported the best positive destination figures for any FE College in Scotland this year.³⁷
- **Mental ill-health** is a significant barrier to many people accessing employment in Fife with 40% of those claiming work related benefits experiencing mental health issues.
- **Childcare provision and affordable public transport** are two significant barriers which prevent many people in Fife from accessing employment opportunities, with a number of bus services to rural areas having been cut in recent years (we address this further in recommendation 20 in section 7).
- **Poor levels of pay** affect the quality of jobs within sectors such as retail, tourism and care. Fife has aspirations to be a Living Wage place, with pilot projects taking place in Glenrothes achieving relative success, with a 100% increase in employers committing to pay the Living Wage over the six-month duration of the project. There is now scope for this approach to be rolled out to other areas in Fife or targeted at growth sectors where wages are traditionally low (tourism and social care being prime contenders).

What Fife Council is doing

As the third largest Council in Scotland, Fife Council employs over 17,000 people, providing over 900 different services benefitting the local community. As such, they are the largest employer in Fife and their employment practices have a significant impact on the wider economic health of Fife.

The Council aims to be a good employer, demonstrated in its implementation of the Scottish Living Wage which has also been adopted by Fife College and NHS Fife (under the auspices of NHS Scotland, accreditation pending).

The Council undertakes a number of targeted employment approaches – most notably, the Council's Workforce Youth Investment (WYI) programme supports succession planning and demographic change in the workforce through the funding of Modern and Graduate apprenticeships, graduate placements and entry level roles. The Council, together with anchor institutions in Fife (including Fife College and third sector providers) deliver a suite of employability programmes including the Young Person's Guarantee, Kickstart, Fife Job Contract and specialist provision to support employment.

³⁶ Ibid.

³⁷ Fife Economy Partnership (2020). Fife College achieves best positive destination figures in Scotland. [Link](#).

Fife Council have given some consideration to targeting their recruitment for entry level posts towards areas of deprivation. However, they do not currently have a policy to do this and there has been no locality tracking of current employees to guide future recruitment activity from underrepresented postcodes. (The Council does of course both monitor, and reports on, protected characteristics within its workforce).

Employees are well supported to progress within Fife Council, with mentoring schemes and a flexible workforce fund enabling entry level employees to gain basic IT skills. The HR team frequently showcase senior Council employees who have progressed from entry level roles. However, almost all Fife Council posts require some form of qualification. And, it is worth noting that in the most deprived areas of Fife, 38% of people of working age have no qualifications.

In 2019, Fife Council also launched a new business charter to encourage companies in Fife to:

- commit to local recruitment and employment;
- adhere to the principles of fair work and pay;
- make a commitment to actively support and invest in the community;
- create employment and training opportunities for local and young people; and,
- promote greater inclusion for people with physical and mental health issues.

In addition, Fife is of course home to Glenrothes, the UK's first living wage town.

Recommendations

15) Undertake an employee mapping exercise and target interventions to geographies of greatest need

There is fertile ground for progressive action when it comes to ensuring that the staff of Fife Council reflect the diversity of the residents they serve, beyond statutory requirements related to protected characteristics. Given the scale of the Council's employment footprint, targeted recruitment strategies aimed at particular wards – especially those suffering from deprivation – coupled with expedited entry and progression routes for those who are underrepresented could go some way to addressing these issues. But it is vital to have this information to start with and work should be undertaken to better understand Fife Council's workforce and gain a sense of whether it adequately reflects the vibrancy of Fife's communities.

This activity could also be completed across all anchors, with Fife Council encouraging this through the Fife Partnership. It could be driven by the taskforce outlined in recommendation 2.

16) Develop an anchor network taskforce workstream related to pressing employment issues

As per recommendation 2, a priority action for Fife should be the establishment of a Fife anchor network taskforce to drive community wealth building across the Fife partnership.

A priority workstream for Fife's network should be to identify and use their collective employment and recruitment practice to address the barriers to employment facing those in specific postcode areas, young people, people with mental health challenges and those without access to affordable childcare or transport.

Collective anchor action in relation to employment issues can be a powerful solution, as demonstrated below in the example from our Birmingham Anchor Network which highlights how key stakeholders came together to tackle redundancies within the hospitality sector due to Covid-19.



Birmingham Anchor Network

From hospitality to health

The Birmingham Anchor Network supports seven of the city's largest institutions to maximise the benefit they bring to the Birmingham economy. The network, which represents a combined workforce of over 50,000 people and budget of over £5bn, has recently released an action plan which responds to the impact of Covid-19 on the Birmingham economy. This co-ordinated response is believed to be the first of its kind anywhere by a network of anchor institutions.³⁸

A key function of the Network has been to collaborate to solve problems – a good example of which has emerged from Covid-19 in the “hospitality to health” programme.

In Autumn 2020, Pioneer Housing Group, an Anchor Network member identified that Covid-19 was likely to impact on the employment stability of many of their residents, particularly those working in the hospitality sector. Meanwhile, the local NHS Trust – also a member – were facing staffing shortages particularly in the face of a second wave of Covid-19 and forecast winter pressures. There was an obvious match to be made. The problem was that the employment team at the Trust were unfamiliar with delivering

³⁸ CLES and the Birmingham Anchor Institution Network (2020). Birmingham Anchor Network response to the Covid-19 pandemic: Update report for the Birmingham Anchor Network Leadership Group – May 2020. [Link](#).

targeted neighbourhood-based recruitment, while the employment team at Pioneer were unfamiliar with the language, processes, pathways etc required for entering the NHS.

By working together through the Anchor Network, Pioneer and the Trust are now combining their strengths and experience to deliver pre-employment courses for NHS roles to Pioneer tenants.

Furthermore, as a result of this experience, the Trust is now reviewing its whole employment process to make it easier for people to switch careers into NHS roles and Pioneer are adopting the approach to work with three other major employers in Birmingham for the benefit of their tenants.

17) Progress a targeted approach to good employment across Fife

Businesses, anchors and the Council are all partners – their co-operation is what will either make or break the project to build community wealth in Fife.

The good work of Fife Council, Fife College, Fife Voluntary Action and NHS Scotland (accreditation pending) in adopting the Scottish Living Wage is to be applauded and work should be undertaken to support all other anchor institutions and third sector employers in Fife to do the same.

The creation of Fife's business charter is also a positive step. A strategic approach should now be taken to developing an approach that encompasses supporting employers with a large cohort of employees from areas of deprivation to become accredited good employers.

Additionally, sectors which have a tradition of low wages/poor conditions and are target growth sectors for Fife, or sectors on which employment in Fife is particularly reliant, should be targeted for interventions to support the adoption of the business charter. These could include the following.

- **Care** is the second largest employment sector in Fife, meaning that the employment practices of care providers are a significant factor in the economic wellbeing of many of Fife's residents. Poor pay and conditions for care work is endemic and, represents the most significant barrier to finding and keeping care staff.³⁹ With an aging population, the sector in Fife seems set to expand and should be targeted now for interventions to ensure employment is fair and rewarding. The Council is well placed here with a significant proportion its adult social care services being delivered in house. The fact that 13 state run out of its 76 care homes are state run and that currently around 55% of its home care is delivered by the health and social care partnership means that it is in a

³⁹ D Brindle (2019). Low pay is biggest barrier to finding and keeping care staff, survey finds. The Guardian. [Link](#).

relatively strong position to influence the market. Whilst further insourcing over time may be politically desirable, it may not be practically realisable due to cost constraints. In the absence of being able to insource services, the Council could consider the adoption of an ethical social care framework to hold private providers of care to certain standards in relation to staff terms and conditions (see Wigan case study below).

- The impact of the Covid-19 on the already challenged **high street retail** sector is yet to be fully realised, but it seems likely that 2021 will see, at best, a freeze on wage increases for many workers who will already be suffering the after effects of many months on reduced pay during the furlough period. Employers are likely to be feeling the pinch too, and may be reluctant to raise wages. But, given the sector's status as the largest employer in Fife, it will be important to work alongside retailers to understand the support they need to become good employers at this precarious time.
- **Tourism** is a growth sector for Fife, but as the Fife Strategic Assessment acknowledges – it provides often insecure or low paid work. A similar approach should be taken to existing tourism businesses as with retail but further thought should also be given to how tourism strategy for Fife can be targeted to attract investment from ethical operators and support the growth of new businesses that are both socially generative act as good employers.

Learning and best practice from other areas should also be considered - see Greater Manchester case study below on the good employment charter as well as Dundee as a living wage place and Glenrothes as a living wage town.



Good Employment Charter

Greater Manchester

Leaders across Greater Manchester have agreed a Good Employment Charter to encourage and support employers to identify and provide good jobs, deliver opportunities for people to progress and develop and help the city region become more productive.

The model for the Charter has been co-designed and put together with input from business owners, employers and employees across the city region and involved two public consultations to develop and agree the proposals. The Charter will have a tiered approach to help support and encourage employers to share excellent practice, access support to progress to higher standards and help them become more successful as a result.

The three tiers identified through the consultation process are:

- **Tier 1:** Supporters – for those employers who support the aims of the Charter and Greater Manchester Strategy, but are not yet able to meet the requirements of accreditation.
- **Tier 2:** Membership – requiring employers to demonstrate excellent practice in key characteristics of employment practice, these are: secure work; flexible work; a Real Living Wage; workplace engagement & voice; excellent recruitment practices & progression; excellent people management; a productive & healthy workplace.
- **Tier 3:** Advocates – employers who meet high standards in all the key employment characteristics to be members and then go out to other employers to encourage them to raise employment standards and join the Charter process.⁴⁰



Living Wage place

Dundee

An alliance of employers in Dundee have an Action Plan setting out how they will work together on “Making Dundee a Living Wage City” in partnership with Living Wage Scotland.

The alliance includes major local employers such as Dundee City Council, Dundee Voluntary Action, Dundee & Angus College, Xplore Dundee and Dundee & Angus Chamber of Commerce.

Over 50 Dundee employers have already voluntarily committed to ensure all their staff and subcontracted staff receive a Scottish Living Wage of £9.00 an hour, significantly higher than the government minimum of £7.83.

The 50 Living Wage employers already accredited in Dundee cover the equivalent to a quarter of all workers in the city. The Action Plan sets out how the alliance intends to double the number of workers covered by Living Wage accreditation in Dundee over the next three years.

⁴⁰ Greater Manchester Combined Authority (2019). Greater Manchester’s Good Employment Charter model revealed. [Link](#).

The Action Plan includes commitments to:

- sign up other major employers in the city;
- encourage employers in retail and hospitality to commit to the Scottish Living Wage; and
- support and celebrate small businesses who join the Living Wage employer movement.



Living Wage Town

Glenrothes

Fife Council launched the 'Making Glenrothes a Living Wage Town' project in (28th August 2019) in response to the Fairer Fife Commission's recommendation that Fife should aim to become a Living Wage region to help tackle the issue of low pay and in-work poverty.

Fife Council and Living Wage Scotland decided to pilot a place-based approach to promoting the real Living Wage in Glenrothes.

To take the Glenrothes project forward, the Council led the establishment of a Living Wage Action Group comprising key stakeholders from public, private and third sector organisations based in the town.

The Action Group members represent organisations and sectors which are significant employers in Glenrothes and/or have demonstrated leadership in tackling the issue of low pay.

At the start of the project, there were a total of nine accredited Living Wage businesses in Glenrothes. As of December 2019, this has doubled to 18. Fife currently has 74 real Living Wage employers.



Ethical Home Care

Wigan

In 2018/19 Wigan Council invested £110 million in care and support packages for around 5,000 people. This included £311m for homecare.

The system prior to this involved 25 providers operating across the borough at a varied cost and quality, disconnected from local communities and a poorly valued and rewarded workforce.

The ethical homecare framework changed all this through working with providers who were committed to the borough.

This created a co-designed, affordable and sustainable model that ensured investment in local people and the place. The selection process for companies was values-driven but with strong procurement support to ensure it was robust.

One ethical provider which successfully applied to be on the framework was Cherish UK. Peter Watson, chairman, said: "The way Wigan shaped the ethical homecare framework with organisations before going to market really showed the art of the possible."

"Being a part of what Wigan has created has been a win-win for Cherish. We now have greater retention rates of local staff, more longer-term employees and greater consistency.

We have good relationships with other providers in Wigan as we are no longer feel like we are competing against each other but are working together.

"We have cut down the need for staff to travel significantly and now have five staff travelling to clients on bikes."

The response to Covid-19 from homecare providers has been praised too with staff displaying great compassion, dedication and care.⁴¹

⁴¹ Wigan Council (2020). Growing an economy that works for all the people of our borough. [Link](#).

7. Plural ownership of the economy

Plural ownership of the economy refers to the element of community wealth building concerned with the governance, ownership and management of the businesses and enterprises which make up the everyday economy. This means creating an economy where there are more SMEs, municipally owned companies and other forms of ownership such as co-operatives, community businesses and social enterprises.

The idea of moving the economy towards more plural models of ownership is to make the overall economy less “extractive” (wealth is taken out of the economy) and more “generative” (wealth is broadly held by all). The purpose of this work is to rebalance the economy so that it becomes more generative of wealth for all.

Context

The Fife business base is dominated by SMEs, with 96% of Fife's businesses employing fewer than 250 employees.⁴² Although many of our interviewees agreed that business start-up was a key route to economic health in Fife, several also commented on a reluctance towards entrepreneurship in the population, related to a legacy of “careers for life” offered by, now departed, large employers. Indeed, the Fife Task Force funded the Entrepreneurial Leadership Programmes for former workers of Tullis Russell (at its time, the largest paper-making enterprise in the UK) to help them set up and expand their own businesses.

While this project is admirable, there remains a somewhat fragmented picture of business support across Fife, with pockets of support being provided by:

- Fife Council (primarily through the Business Gateway Fife contract);
- Fife Chamber of Commerce;
- Scottish Enterprise;
- Skills Development Scotland;
- Kingdom Business Forum;
- Fife College;
- Department of Work and Pensions; and,

⁴² Fife Council (2020). Fife's Business Base Report. [Link](#).

- NHS Fife.

Social Enterprise support in Fife is delivered by BRAG enterprises, a national provider, with its roots in Fife, who have provided a dedicated member of staff to the Fife Social Enterprise Network (FSEN) since 2017.⁴³ Fife Council also has a significant service-level agreement with Fife Voluntary Action to provide support to third sector groups who wish to develop a trading arm.

What Fife Council is doing

Notwithstanding the fragmented context, employee ownership, in conjunction with all business development, is well supported through the Council's in-house Business Gateway contract. Fife has a significant population of family-owned businesses and Business Gateway have been successful in working with several of these to help with succession planning towards socially generative business forms and now deliver a short course with Fife College to support this work.

Business Gateway are also particularly focussed on growing more start-ups and have worked with residents in mid-Fife who are experiencing multiple disadvantages to start businesses through a "pop-up school". This project could potentially be replicated to target Fife residents who have experienced job loss as a result of Covid-19 and focussed on socially generative business models.

As above, the Council supports FSEN and also has strong links with Fife Voluntary Action which supports around 4,000 third sector organisations across the region. There was a view from the community that more support for social enterprise and community business is needed as BRAG only have one funded day a week to support social enterprise development. There was also a perception here that the co-operative sector is underdeveloped and requires a dedicated support package. Nevertheless, from 2015-2019 the number of social enterprises in Fife, as measured by the census, increased from 179 to 242 – a more than 35% increase. This puts Fife 2nd of all the 32 council areas in Scotland over this period.⁴⁴

Finally, the Council has resisted moves to outsource the majority of its services and has even managed to retain around a 10% ownership stake within the local care home market, enabling it to lever some influence over the sector. With many care homes now in crisis due to the impact of Covid-19,⁴⁵ there may be scope for this ownership stake to be expanded.

Recommendations

- 18) Consider a community wealth building hub to inform the continued development of the Council's business support offer

CLES has developed the idea of a community wealth building hub with a view to repurposing the local business support landscape with increased connectivity to

⁴³ Fife Social Enterprise Network (2021) About us. [Link](#).

⁴⁴ S Oak (2019). Social Enterprise 2019. Brag Enterprises. Unpublished.

⁴⁵ S Bottery (2020). How Covid-19 has magnified some of social care's key problems. The King's Fund. [Link](#).

third sector infrastructure support bodies and Council's wider neighbourhood and place-based working. In this, the intention is to support community wealth building aims, particularly around the growth and development of generative organisations in the commercial economy (SMEs, social enterprises, co-operatives etc), whilst also addressing the impacts of Covid-19 and climate emergency.

Specifically, a community wealth building hub would look to develop an eco-system of financial, technical and social support which will be critical to enable generative organisations to flourish. These hubs should include the following.

- Support services that provide wrap-around advice and support to generative organisations.
- Funding streams to support the development of new generative organisations to supply target sectors.
- Business support which can facilitate the conversion of some existing businesses to more generative models, including employee-ownership (see case study below).
- Bespoke business support programmes for the co-operative sector.
 - For example, the Greenwich Co-operative Development Agency offers local support, advice and training for all forms of social enterprise initiatives to tackle poverty.⁴⁶
- Technical and financial assistance to support the conversion of businesses which are at the point of transition (owners retiring or selling) to worker-ownership.
- Support for developing “platform co-operatives” – umbrella organisations in target sectors to provide the scale needed for small generative organisations to compete in public sector and commercial markets.
- An approach to help address business ownership gaps in disadvantaged communities.
 - For example, the Bronx Co-operative Development Initiative focuses on expanding ownership for low-income women of colour in New York City.⁴⁷
- Creative use and repurposing proposals for public sector land and assets.

In Fife, our interviews revealed that there is already something akin to a community wealth building hub starting to emerge. In particular, activity to unify the support that is offered by Scottish Enterprise, Skills Development Scotland, Fife college, Business Gateway, DWP, NHS Fife health and work support is, for example, currently underway.

We recommend that the Council should continue on this journey and should explore where national policy shifts may be needed to enable greater strategic alignment amongst funding streams and outcomes.

⁴⁶ Greenwich Cooperative Development Agency (2020). GCDA supporting communities to be healthy and sustainable since 1982. [Link](#).

⁴⁷ Bronx Cooperative Development Initiative (2020). Building the future economy of the Bronx. [Link](#).

The council should also seek to broaden its activities to develop more of a link with the community here – with a specific focus on co-operative, social enterprise and community business. It was noted during our community organisations’ workshop that more investment in community development work would be a fruitful exercise. In addition, participants mentioned the need for the establishment of mentoring/buddy scheme to help grow skills and capacity amongst community-based organisations (see skills share case study below).



Employment, ownership and co-operative development

Scotland and North Ayrshire

The Scottish government has been one of the most active administrations in the UK in advancing an agenda of employee ownership and co-operative development. Scottish Enterprise⁴⁸ provides information on both succession planning and employee ownership, whilst the Scottish government has formed an industry group – Scotland for EO (Employee Ownership) – to help further develop this agenda.⁴⁹

This work is advancing too at the local authority level, particularly in North Ayrshire Council, where CLES has undertaken work on community wealth building. The Council is keen to push forward on this strategy, helping to keep firms active, the local economy resilient and money flowing in local areas – through developing an agenda of employee ownership and conversion for viable local SMEs without succession plans.

⁴⁸ Scottish Enterprise (2021) Employee Ownership. [Link](#).

⁴⁹ Scotland Can Do (2021) Scotland for Employee Ownership. [Link](#).



Skills and Resource Sharing

Various

Fife could adopt an approach used in both Tameside⁵⁰ and Salford⁵¹ called the “4 good” model. Both Tameside 4 Good and Salford 4 Good have established local charity campaigns to support and strengthen the work of voluntary and community groups in their respective areas by making it easier for individuals and businesses to help local good causes through the giving of time & skills, money and resources – for example, members of the business doing pro bono work.

This activity could be led and co-ordinated by the VCSE sector or could involve a partnership between the public, private and third sectors. A co-ordinated approach is currently something that is being pursued in Darlington, for example. In 2012, local businesses, the university and the council came together to talk about Corporate Social Responsibility and employee volunteering, with the view of coordinating resources to address Darlington’s community needs, particularly in areas of disadvantage. Darlington Cares was established as a result, focusing on supporting and facilitating opportunities for local employers to share their knowledge and expertise with the community organisations and charities of Darlington.

19) Explore opportunities for more public sector involvement in the care market

In the main, care homes in particular are struggling with lower occupancy as a result of deaths and reduced demand stemming from Covid-19. A survey of care homes by the National Care Association, which represents smaller and medium-sized homes, found average occupancy at 81% compared to 92% at the same time in 2019.⁵² It’s not clear when and to what extent demand will return and how many providers might fail in the meantime. The Council could look to enter into a shared

⁵⁰ Action Together (2017). Tameside 4 Good. [Read.](#)

⁵¹ Salford CVS (2020). Salford 4 Good. [Read.](#)

⁵² L Peart (2020). Care homes face ‘uncertain future’ as bed vacancies double. Care Home Professional. [Link.](#)

ownership with any care homes that are struggling in Fife or even look to buy them out completely – particularly in any instances where there are concerns about the quality of service being delivered. Whilst this would involve a significant outlay in terms of capital costs, this could be mitigated through the current low cost of borrowing over a 20-year period. The council should, however, be cognisant of the national policy agenda here with plans to investigate the creation of a National Care Service.⁵³

20) Explore models for parent-led childcare and community transport providers

Plan for Fife articulates a desire to improve access to local, affordable and flexible childcare, including exploring parent led approaches to take advantage of learning, training and job opportunities. It also articulates a desire to develop a high-quality active travel network and infrastructure and improve affordable and public transport options to enable better access to work.

Childcare is an activity that once relied almost entirely on time and on the quality of human relationships but now leans heavily on a chronically low-paid and undervalued workforce. However, parent-led co-operative models of childcare like Childspace in Brockwell or Grasshoppers in the Park in Hackney combine decent pay and conditions for staff with real control and affordability for parents who contribute time and skills to the management of the nursery (see case study below).⁵⁴



Grasshoppers in the Park, Hackney, London

Grasshoppers has been running for 14 years. It was started by a group of parents who looked after each others' children in their own homes, rotating between the houses. After doing this for a number of years, they decided to formalise the arrangement by setting up in a separate space. They found a church hall with affordable rent and began operating from there.

Grasshoppers today serves 25 families with children between the ages of two and five. It has a total operating budget of around £142,000 each year, made up of roughly two-thirds parent fees and one-third funding for the free entitlement from Hackney Learning Trust. Grasshoppers offers full-time day care between 8am and 6pm, five days a week. They also offer an open

⁵³ S Clarke (2020). Sturgeon considers National Care Service in Scotland. [Read](#).

⁵⁴ NEF (2015) Co-produced childcare: An alternative route to affordable, high quality provision in the UK? [Link](#).

playgroup on Fridays. Costs for parents are determined by household income and by how many hours their child attends Grasshoppers.

Parents who take on a small role in nursery life get a discount of £40 per month; those who take on a more demanding role get a discount of £80 a month. Parents who opt to do 'duty days' once a week are entitled to a monthly discount of £120. Furthermore they do not pay the fees for the day they are working in the nursery.

Grasshoppers employs five permanent staff, three of whom have university level qualifications. All staff are paid at least the London Living Wage. Parents who work in the nursery are all DBS checked. They are offered formal first aid training and they also receive an induction to nursery guidelines on child protection and health and safety. Additional training has been organised in the past through Hackney Learning Trust.

In every part of the UK, on every day of the year, thousands of community transport staff and volunteers are helping people to stay independent, participate in their communities and to access vital services and employment. Community transport is provided by a diverse range of organisations of all sizes, including voluntary car schemes, community bus services, school transport, hospital transport, dial-a-ride, wheels to work and group hire services. These services do not distribute profits, instead investing any surpluses in supporting the communities they serve (see case study below).⁵⁵ Whilst this should not be seen as a substitute for state run services, an enhanced community transport offer could be a useful adjunct to help mitigate the transport challenges faced within the region.

CLES is aware that there is a longstanding request from councillors to explore the development of such models. As such, Fife Council could start to progress this via an enhanced business support offer, informed by the notion of a community wealth hub (see recommendation 19). In particular, it could liaise with the community to see what appetite, skills and capacity exist to facilitate the development of community transport initiatives.



Ilfracombe & District Community Transport

Ilfracombe & District Community Transport has been operating for over 40 years, helping elderly, disabled and socially isolated members over a wide area of North Devon to lead independent and fulfilling lives.

⁵⁵ Community Transport Association (2021) Welcome to the CTA. [Link](#).

Working in collaboration with Barnstaple Job Centre, the organisation are now supporting residents to access employment in hotels, pubs and holiday camps in areas which are underserved by public transport. Previously, employers in these areas were unable to recruit staff who did not have access to their own transport, while there was a pool of unemployed people willing to work but without transport.

With financial support from Devon County Council, Ilfracombe & District Community Transport were able to make a seven-night-a-week commitment to run a bus service over the summer holiday period at 6 pm from Ilfracombe, returning at 11.30 pm to take people home.

8. Action plan

While CLES has sought to recommend actions which should not require major resource in the first instance, it is important to note that resource and capacity issues could impact upon some of the recommended next steps in this Action Plan. This has, where possible, been addressed in terms of flexing other types of resource, but additional dedicated resource may also be required.

Fife as a community wealth place

Recommendation	Lead organisation(s)	Time horizon	Next steps
1) Economic strategy for community wealth	Fife Council (Economic Development)	Short-term	<p>A good portion of this report should provide the content for refreshing the current Economic Strategy, to make community wealth building the central tenet of economic development activity for the region. The current structure could be more or less maintained albeit with a community wealth building lens applied. Key themes such as the development of a green building supply chain should also be emphasised.</p> <p>A commitment to a more targeted business support offer, in line with the idea of a community wealth hub (Recommendation 18) should be embedded within the Strategy.</p>
2) Establish a Fife anchor network taskforce to drive	Fife Council	Short-term	<p>The Leaders should convene a meeting of the Partnership early in 2021 to discuss the recommendations of this Action Plan, to find out</p>

Recommendation	Lead organisation(s)	Time horizon	Next steps
community wealth building across the partnership			where other anchors have good practice or could take the lead on some actions. Working groups should be established to progress joint strategies in relation to the community wealth building pillars.
3) Community wealth building culture	Fife Council	Short-term	<p>The CLES Community Wealth Building Centre for Excellence has materials which could be used as resources on staff intranet to bring all staff at the Council up to speed on the community wealth building journey.</p> <p>Workshops or training should be developed to be delivered from Spring 2021. In the first instance, these workshops should be for all commissioners and buyers within the Council, before filtering through and across wider staff.</p>
4) Community wealth building working group	Fife Council	Short-term	Councillors and Officers from across the Council who will be responsible for progressing actions should be identified. This group should meet for the first time early in 2021 and should be charged with progressing all of the actions contained within this report. The group should be chaired by the leaders.
5) All City Region Deal projects should follow the principles of community wealth building	Fife Council	Short to medium-term	Recommendation 5 should be progressed to ensure a robust Community Benefits Framework can be applied to all City Region Deal projects.

Recommendation	Lead organisation(s)	Time horizon	Next steps
			Conversations with Scottish Government may need to be had around this action.

Progressive procurement of goods and services

Recommendation	Lead organisation(s)	Time horizon	Next steps
6) Develop a community benefits procurement framework	Fife Council (Economic Development and Procurement)	Short-term	<p>Economic Development should work with Procurement to develop a robust framework. Work should begin to identify the types of Community Benefits actually needed by the Council and communities of Fife.</p> <p>This Framework should include a monitoring tool to enable the outputs of suppliers to be tracked and impact measured.</p> <p>Advice could be sought here from CLES or their associate procurement experts. CLES has a template that could be shared as a basis for the framework.</p>
7) Provide community benefits training	Fife Council (Procurement)	Medium-term	Workshops or training should be developed to be delivered from summer 2021. In the first instance, these workshops should be for all commissioners and buyers within the Council.
8) Widen-out meet the market events	Fife Council (Procurement)	Short to medium term	Procurement should identify other key sectors where meet the market events could be held.

Recommendation	Lead organisation(s)	Time horizon	Next steps
9) Look to influence others	Fife Council	Short-term	A meeting should be convened with other anchors in the Partnership to establish a procurement working group (as part of recommendation 2). In this forum, Fife Council's Procurement Strategy could be woven in with other examples of progressive practice to guide collective procurement activity.

Making financial power work for local places

Recommendation	Lead organisation(s)	Time horizon	Next steps
10) Support and promote credit unions and the Community Bank to become financial anchors	Fife Council	Short-term	<p>In the immediate term, Fife Council should convene a meeting with local credit unions and the Association of British Credit Unions. It should also convene a meeting between Kingdom Community Banks and the Community Savings Bank Association.</p> <p>In these meetings, opportunities for credit union and community banking development should be explored.</p>
11) Explore the potential for Fife Pension Fund to localise spend	Fife Council	Medium to long-term	When the need for significant capital expenditure arises, and where borrowing is required, there should be a discussion with the pension fund as to the feasibility around the provision of finance. Moreover, the council should have a conversation around the nature of the pension fund's duties and what flexibility there might be to incorporate

Recommendation	Lead organisation(s)	Time horizon	Next steps
			more of a social purpose. It could contact Lancashire County Council for advice here.

Socially productive use of land and property

Recommendation	Lead organisation(s)	Time horizon	Next steps
12) Create a strategic asset register and support closer working to deliver this strategically	Fife Council	Short to medium-term	<p>Developing the register and plan is central to all community wealth building activity underneath the land and property pillar. As such, it should be viewed as a top priority for the Council.</p> <p>As a first step, Estates should be tasked with ensuring that a complete map of its assets is available.</p> <p>Build on the existing 'virtual' CAT team, the council could then look to convene a series of workshops between Estates, Economic Development and the Communities Team to produce a management and development plan. A community wealth building frame should be deployed here to ensure that the register can be sifted for sites that could be used for social, ecological and economic benefit.</p>
13) Work with the anchor network taskforce to pool land for housing	Fife Council	Short-term	A meeting should be convened with other anchors in the Partnership to establish a land and assets working group (as part of recommendation

Recommendation	Lead organisation(s)	Time horizon	Next steps
			2). The council could also put out a call for action to the wider Fife community around vacant and derelict land.
14) Explore the potential for a green building supply chain	Fife Council (economic development and estates)	Short-term	<p>Economic Development should work with Estates to determine what the development needs are with respect to local firms delivering passivhaus building standards.</p> <p>It should also establish to what extent the supply chain development fund and the £100 million Green Jobs Fund could be used to facilitate development needs.</p> <p>Conversations with Scottish Government may need to be had around this action.</p>

Fair employment and just labour markets

Recommendation	Lead organisation(s)	Time horizon	Next steps
15) Undertake an employee mapping exercise and target interventions to geographies of greatest need	Fife Council (HR)	Short to medium-term	<p>As a first step, the council should benchmark its current employees against the index of multiple deprivation to determine where there may be specific gaps in its employment profile.</p> <p>It should then consider targeting new recruitment opportunities in those specific areas.</p>

Recommendation	Lead organisation(s)	Time horizon	Next steps
			It should also encourage this approach across other anchors as part of the employment working group (as per recommendation 2).
16) Develop an anchor network taskforce workstream related to pressing employment issues	Fife Council	Short-term	The Council should convene a meeting with the Partnership to explain its ambitions around this recommendation and the broader Action Plan. Partners could be invited to share good practice they may already be doing in this area, to join the Council on their journey. This recommendation could then become one which another organisation leads on, after this initial inception meeting.
17) Progress a targeted approach to good employment across Fife	Fife Council	Medium-term	<p>A meeting should be convened with the Partnership to discuss the implementation of a good employment practice, with a view to supporting those anchors who may be lagging behind.</p> <p>The council should convene a meeting with Fife Economy Partnership, Fife Chamber of Commerce and the Federation of Small Businesses to explore and attempt to overcome any barriers to the adoption of its business charter in key sectors. (A separate meeting to examine the Care sector with the health and social care partnership may be required). The opportunity to lead a campaign to follow through on the Fairer Fife Commission's</p>

Recommendation	Lead organisation(s)	Time horizon	Next steps
			recommendation to make Fife a living wage region should also be considered here.

Plural ownership of the economy

Recommendation	Lead organisation(s)	Time horizon	Next steps
18) Consider a community wealth building hub to inform the continued development of the Council's business support offer	Fife Council (Business & Employability)	Short to medium-term	<p>Momentum built through the council's existing Business Support arrangements should be seized upon to use CLES's Community Wealth Building Hub model to further develop the council's offer. In particular, the council should focus on incorporating greater input from the community around the support needed to grow alternative models of ownership.</p> <p>A meeting should be convened early 2021 with relevant parties. Scottish Government should be brought into the conversation, as regards the alignment of funding streams.</p>
19) Explore opportunities for more public sector involvement in the care market	Health and social care partnership	Medium-term	<p>Pending the outcome of the review to investigate the creation of a National Care Service, the health and social care partnership could conduct an audit of its current privately run care home stock to establish levels of financial viability. It could also overlay this audit with levels of quality. Any care homes that are struggling financially and have a low-quality score could be prioritised for potential financial acquisition.</p>

Recommendation	Lead organisation(s)	Time horizon	Next steps
20) Explore models for parent-led childcare and community transport providers	Fife Council (Economic Development)	Short to long-term	The Council could progress the development of these models as a workstream within its potentially enhanced business support offer (see recommendation 18). The Council could consider in early 2021 where this would be best targeted and the kind of development that would be required to establish community transport provision, for example.

Appendix 1

List of stakeholders consulted

Cllr David Ross	Fife Council Co-Leader
Cllr David Alexander	Fife Council Co-Leader
Caroline MacDonald	Corporate Procurement, FC
Les Robertson	Corporate Procurement, FC
Elaine Muir	Finance & Corporate Services, FC
Alan Paul	Property Services, FC
Ken Gourlay	Assets, Transportation & Environment, FC
Tim Kendrick	Community Planning, FC
Paul Vaughan	Communities & Neighbourhoods, FC
Pamela Stevenson	Economic Development, FC
Gordon Mole	Business & Employability, FC
Barbara Cooper	Human Resources, FC
Fiona Allan	Human Resources, FC
Anne-Marie Cardle	Human Resources, FC
Lesley Caldwell	University of St Andrews
Dona Milne	NHS Fife
Kenny Murphy	Fife Voluntary Action
Alan Mitchel	Fife Chamber of Commerce
Sue Reekie	Fife College
David Watt	Fife College
Gary Porter	Coalfields Regeneration Trust

List of Councillors at Member Briefing

Name
Cllr. David Alexander
Cllr. David Ross
Cllr. Altany Craik
Cllr. Dave Dempsey
Cllr. Judy Hamilton
Cllr. Carol Lindsay
Cllr. Ross Vettraino
Cllr. Andy Heer
Cllr. Mino Manekshaw
Cllr. Tim Brett
Cllr. Linda Erskine
Cllr. Jane Ann Liston
Cllr. Neil Crooks
Cllr. Helen Law

List of stakeholders at Third Sector Briefing

Name	Organisation
James Erskine	Cambo Estate
Jamsine Bunley	Cambo Estate
Allen Armstrong	CLEAR Buckhaven & Methil
Suzy Goodsir	Greener Kirkcaldy
Robert McKenzie	Culross Development Trust
Stewart Christie	Rural Skills Scotland
Nancy Rhouma	Inverkeithing Development Trust
Danny Cepok	Love Oor Lang Toun CIC
Brian Johnston	Dalgety Community Trust
Phil Evans	Dalgety Community Trust

Appendix 2

Baseline assessment for Fife Council

The following assessment is made using a RAG rating, with green indicating that the activity is fully progressing; amber indicating that work has commenced but there is still work to be done to fully embed; and red indicating that significant work needs to be done to embed. The focus of all the assessments is upon progressing procurement in relation to community benefits, with accompanying commentary detailing the reasoning for the assessment.

Theme 1 – Governance and Strategy		
Activity	Assessment	Commentary
Political buy-in	Green	Politically, Members at Fife Council have viewed the process of procurement as important for a number of years. Historically, this importance has been framed by considerations of efficiency savings and achieving economies of scale through the purchase of goods. However, in the last five years, emphasis has shifted towards the importance of localising spend and upon utilising procurement to deliver wider priorities around economic, social and environmental challenges. The Procurement Team have regular meetings with Cabinet Members, where conversations focus on local spend and community benefits. There is a current political desire around employment and not only ensuring that procurement creates jobs, but also jobs that pay the Real Living Wage. The only real challenge around political buy-in is convincing Members that the inclusion of community benefits does not cost the Council any more – a challenge which the Procurement Team is seeking to overcome through investment in a robust Contract Monitoring System.
Spend Analysis	Green	Fife Council is in its third year of undertaking spend analysis, which explores where their spend goes geographically, sectorally and in business type terms. This process of spend analysis is aligned to relatively new requirements from the Scottish Government for local authorities to undertake such analysis. The 2019/20 Procurement Report ⁵⁶ identified that of a total procurement spend of £519 Million, 38% was spent with Fife based suppliers, with 53% of spend being with SMEs. However, Fife Council is seeking to go beyond the requirements. They have

⁵⁶ Fife Council (2020) Annual Procurement Report – 1st April 2019 to 31st March 2020.

		also started to undertake 'gap analysis' in terms of exploring the spend that leaves Fife and Scotland, to see if it can potentially be influenced in the future. Fife Council is also estimating the value of community benefits commitments and activities of suppliers, which were valued at £18Million in the last year. This includes values derived from the creation of jobs and apprenticeship and also donations through the social value rebate.
Community benefits focused Procurement Strategy and accompanying Framework		Fife Council has a centralised procurement service for the purchase of goods and services, but responsibility for the purchase of construction and works sits with the Works Team. This can sometimes be a challenge when embedding community benefits in the early stages of the 'procurement cycle', but the development of a Procurement Strategy has enabled departments and teams to be influenced around community benefits because they are a priority in a corporate strategy. Fife Council has a due diligence process in place for the inclusion of community benefits in goods and services through a Procurement Review Board, which assesses all tender documents before they go to the market for the inclusion of community benefits considerations. The Fife Council Procurement and Commercial Strategy (2019 to 2024) clearly outlines Fife Council's commitment to using procurement to address wider economic, social and environmental challenges, with it framed by the wider priorities of the Fife Plan (2017 to 2027)
Community benefits Trained commissioners and procurers		Fife Council recognises that there is more work to be done on filtering the importance of local spend and community benefits, through the procurement team and into the behaviour of all commissioners. There remains a focus on cost as a primary decision-making factor and there is an identified need for training around community benefits and why they are important in light of wider political and corporate priorities. This is particularly important for purchases below £50k, where responsibility is devolved to individual purchasers and not necessarily undertaken through the Procurement Team.

Theme 2 – Commissioning		
Activity	Assessment	Commentary

Service User engagement		The Procurement Team do not regularly or routinely engage with service users or residents/the public as part of the procurement process. However, this is often done where appropriate during commissioning, for example: Social Care for service provision; Housing for tenant engagement on component replacement; and Transport for consultation on local bus network and walk routes to schools. Procurement has been actively involved on the walk route to schools parental engagement as this was a demand challenge opportunity initiated by the Category Manager in that area. The Procurement Team does actively lead on the other end of engagement, i.e. with prospective tenderers, but for the earlier 'design' stage, it is more likely to be the service area with the need that would lead on this.
Cross Departmental relationships		Whilst recognising that significant work has been undertaken to develop relationships between the Procurement Team and Economic Development Team, there remains further work to be done. The Economic Development Team has a robust understanding of local businesses and other organisations and their capability; and whilst conversations do happen around their suitability for particular procurement opportunities, this dialogue needs to happen far earlier in the 'procurement cycle' and with commissioners. This is important as it enables early engagement with the market and early awareness raising of opportunities.
Community benefits weighting		Fife Council has a specific policy around community benefits weighting, in that all procurements over £50k have to have community benefits weighting as part of the decision-making package. The percentage is allocated on a case-by-case basis but is often somewhere between 5% and 10% of the total award. It may be in the future that this is increased and the types of community benefits sought diversified.

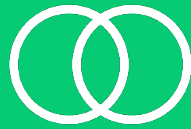
Theme 3 – Pre-Procurement		
Activity	Assessment	Commentary
Information provision		Fife Council advertises all procurement opportunities through national and regional portals. Fife Council also makes good use of social media to promote opportunities to the market and the importance of community benefits. This has included a recent Twitter 'Takeover', where the focus of Fife Council's twitter

		account for a day was procurement and the types of goods and services they are looking to purchase. Fife Council is also strong in its forward planning of procurement opportunities, with a dedicated 'Procurement Pipeline' detailing not only what the Council will be looking to buy into the future, but also which community benefits are potentially relevant.
Meet the market events		Fife Council does organise meet the market events and attend wider Supplier Development Programme events across Scotland. However, the focus of these events tend to be upon construction and embedding community benefits considerations around employability, apprenticeships and skills. Fife Council recognises that it needs to broaden out both the types of goods and services that it hosts meet the market events for and the diversity of community benefits it seeks, with a particular focus on benefits associated with the environment and the voluntary and community sector.

Theme 4 – Procurement and Decision-Making		
Activity	Assessment	Commentary
Community benefits questions menu		Fife Council currently asks a relatively standard and generic question around community benefits, which means that responses from suppliers are sometimes not necessarily relevant to the types of good or service that is being procured, or relevant to wider corporate priorities. The Procurement Team recognises that it needs to become more specific in its ask of potential suppliers around community benefits.
Qualitative and quantitative evaluation		Fife Council evaluates all quotation and tender responses using a blend of quantitative and qualitative techniques.

Theme 5 – Delivery		
Activity	Assessment	Commentary

Legal and contractual terms		The community benefits commitments that successful suppliers detail in their tender responses are automatically transferred into the contractual terms for the good, service, or work being delivered. This means that there is in theory transparency and accountability in the delivery of community benefits.
Community benefits brokerage		As detailed earlier, the Procurement Team has good relationships with the Economic Development Team, when it comes to identifying local businesses to raise awareness of procurement opportunities with. Fife Council also has a strong cross-departmental relationship when it comes to brokering relationships between suppliers and parts of the Council and other organisations that will support the delivery of community benefits commitments. This brokerage is particularly effective around employability, apprenticeships and skills; with relationships between suppliers and the Employability Team at Fife Council and with Fife College.
Monitoring		Fife Council has just received the go-ahead to purchase the license for a Contract Monitoring System. Developed by Edinburgh City Council as part of the Innovation Challenge Fund, the system will enable the Council to track the outputs of suppliers, in relation to their community benefits commitments. The system will also be used for wider planning and economic development consideration and particularly in tracking the outputs of City Region Deal activities.
Supplier networks		Whilst not having formal Supplier Networks in place, Fife Council does seek to develop relationships with suppliers as they deliver their goods, service or works and to ensure community benefits commitments are on track. The challenge with this is capacity and identify whose role it is. Ideally, Fife Council could employ community benefits Offices who sit across Procurement and Economic Development functions.



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23rd February 2021

Agenda Item No. 04 E

Climate Emergency Workstream

Report by: Ken Gourlay, Head of Assets, Transportation and Environment

Wards Affected: All Wards

Purpose

To provide members with the recommendations developed from the outputs in relation to the Climate Emergency workstream.

Recommendation(s)

1. It is recommended that the Committee consider the emerging themes as a framework for future action and agree the specific Climate Emergency Priority Action areas

Resource Implications

There are no immediate resource implications associated with this report.

Legal & Risk Implications

There are no specific legal and risk implications associated with this report.

Impact Assessment

An Equalities Impact Assessment has not been completed and is not necessary at this stage, as the proposals within the report do not currently represent a change to policy.

The Fairer Scotland Duty, which came into force on 1 April 2018, requires the Council to consider how it can reduce inequalities of outcome caused by socio-economic disadvantage when making strategic decisions.

Consultation

The development of the proposals within the report and action plan have been the subject of consultation with:

- elected member working group, primarily comprising members of the Council's Environment and Protectives Service Sub-Committee;
- officers within Enterprise & Environment Directorate;
- officers supporting work on associated Reform & Recovery Programme workstreams; and
- the Fife Environmental Partnership.

1.0 Background

- 1.1 Fife Council declared a Climate Emergency in 2019. Recognising the need for urgent action to reduce Fife's impact on climate change and protect communities from its effects. Fife Council followed this up with the publication of its sustainable energy and climate action plan "Climate Fife" in March 2020, which outlined the short- and long-term actions needed to respond to the climate emergency.
- 1.2 Since then, the effects of COVID-19 have had an impact on delivering Climate Fife, both in delivering services to communities as well as the ability for the communities themselves to take action. It has also highlighted some opportunities to reform services and deliver projects that can support recovery and tackle climate change.
- 1.3 Following its establishment through the Council's Reform and Recovery Programme, an elected member's working group was established, and subsequently met on three occasions between September and January 2020. See Table 1 below.
- 1.4 As noted in the report "Recovery and Reform" (Policy and Co-ordination Committee, 8th October 2020), the initial intention was to focus on two aspects of the 'Climate Fife' plan as part of the programme:
- Fife Council's Carbon Management Plan – Focussing on meeting internal emissions reduction from our own estate; and
 - Net Zero Leven – Using the work in the Leven area to focus on how we develop an approach to delivering climate action at a local level.
- 1.5 However, early discussions with the working group highlighted wider challenges and areas of focus. This in turn guided the topics covered in subsequent meetings and informed the resulting "Emerging Themes" described in Section 2 below.

Table 1 – Workshops

Workshop	Topic Covered
Workshop 1 (10/10/20)	Scope and wider themes to be covered
Workshop 2 (10/10/20)	Assessing Local Area Climate Impacts – Outlining draft approach to local climate profiles for each area
Workshop 3 (3/12/20)	Integrating Climate Change into Local Area Community Planning – Lessons learnt from Templehall
Workshop 4 (28/1/20)	Outcomes, emerging national policy and next steps

2.0 Emerging Themes

- 2.1 As noted above, during the first meeting, the scope of the work was discussed. The working group subsequently identified other areas of focus which they wished to consider, including examining a broader approach to local action, not specific to one area (i.e. Leven). On this basis, a decision was taken to focus on how we develop

support for local action. During the workshops a number of “emerging themes” developed as follows:

- **The need to support communities across all of Fife.** The group identified the importance of supporting communities to tackle climate change in their local area, but recognised that climate action was not well represented at the local community planning level, through local community plans, neighbourhood plans etc. As such, local delivery did not reflect action required to tackle the climate emergency, nor identify where communities can take action themselves or get support. Therefore whilst ‘Net Zero Leven’ was initially proposed as the focus area to begin with, the group examined a broader approach to local action, not specific to Leven. The subsequent workshops identified an outline method for establishing priorities at a local level: “Local Climate Profiles” and used a recent example of neighbourhood planning in Templehall (Kirkcaldy) to examine how climate action can be integrated into the approach. Both the Local Climate Profiles and the example approach of Templehall could be further used to inform the local community planning process and delivery of services at a local level.
- **The impact of recycling.** Waste and recycling services were identified as important areas, being a service with substantive environmental impact and one which almost all households in Fife are impacted by. However, it was agreed that this would be covered by the then Waste Strategy recovery workstream.
- **The importance to responding to climate change impacts.** Whilst not examined in detail during the workshops, it was recognised early that whilst reducing carbon emissions is important to mitigate future climate change, it was also vital to prepare and adapt our communities to the impacts of climate change already anticipated. It was agreed this would not only be an area of activity that need to be developed further (following the actions described in Climate Fife), it should also be a consideration in any action under as part of the wider reform agenda.
- **Supporting behavioural change to tackle climate change.** It was identified by the group that the changes to people’s working lives have been significantly impacted by Covid-19. And although Covid has required some challenging changes to how we live and work, the increase in remote access to work systems and services has helped reduce emissions from travel. However, monitoring of other societies coming out of Covid suggest that the carbon reductions aren’t necessarily a lasting change, and we should seek lasting change to working practices through the ‘New ways of working’ recovery workstream.
- **Ensure our buildings are suitable for the future.** There was identified a policy challenge to ensuring both Council housing and estate are fit for future climate challenges. Building higher specification properties requires higher investment, additional upfront costs whilst providing longer term benefits, does mean potentially building less over a longer period. Officers also identified opportunities to examine how heating systems can be made resilient to new and emerging technologies.
- **Tackling the climate impact from Food** – Food production, distribution and waste has both significant impacts on carbon emissions, as well as being impacted by the effects of climate change. Supporting local production and purchasing, redistribution of unused food, and good food choices was identified as priority. The group highlighting the need to develop Fife’s approach to food where sustainable food choices can align and support the wider economic and poverty challenges within Fife.

- **Using environmental capital to support community wealth building.** It was identified that Blue/Green infrastructure (our parks, green spaces, rivers and coast) can play a vital part of any recovery. In particular, providing pleasant spaces for healthy activity, encouraging tourism and benefitting nature. A strategic approach to how land assets are used provides opportunities for community wealth building including energy generation, food production and greenspace.
- **Sustainable Procurement** – Discussion was raised as to how Fife Council can maximise our impact through its procurement process. In particular requiring environmental options as part of procurement approach and supporting communities through buying local.

2.2 The above emerging themes provides a framework for the development of future action and have being developed into the following **Climate Emergency Priority Action Areas**.

Action Areas	Projects
1 Climate Action Communities	<ul style="list-style-type: none"> • Local Climate Place Plans - Implement method for identifying and supporting climate action in Local Community and Neighbourhood Plans • Review the “New ways of working” Recovery area to ensure climate impacts considered.
2 Climate Ready Buildings	<ul style="list-style-type: none"> • Climate Ready Housing project: <ul style="list-style-type: none"> ○ Trial net zero and climate adaptation retrofit with owner occupied housing & gardens in Levenmouth, engaging businesses in skills development. Tackling fuel poverty, decarbonize and reduce demand for energy, increase resilience and create green skills capacity. ○ Review opportunities to deliver retrofit and new build standards to net zero carbon standard, which is greater than mandatory housing energy standards, balancing this with the need to manage housing investment in tackling homelessness, new build volume, and pace of skills development. • Fife Council's Carbon Management Plan: <ul style="list-style-type: none"> ○ Future proof heating systems in our estate to ensure compatibility to new systems and future technology. ○ Dunfermline Learning Campus - opportunity to develop net zero approaches to Council buildings and school estate.
3 Fife Adapts	<ul style="list-style-type: none"> • Review climate resilience of Fife Council estate - ensuring buildings are resilient to impact of climate change (increased rainfall, flooding etc.) • Undertake Fife Climate Risk and Vulnerability Assessment • Develop <i>Climate Ready South East Scotland</i> approach through the Regional Economic Partnership, including regional climate economic impact assessment

Action Areas	Projects
4 Fife Sustainable Food Places	<ul style="list-style-type: none"> • Develop Food Partnership and Strategy – work with the Sustainable Food Place organisation to align and co-ordinate differing aspects of food work including food poverty, insecurity, climate impact and healthy diets. • Love Food / Food Waste Project to reduce food carbon emissions through reduction in food waste and improvements to collection and processing of material. • Food Summit – work with Greener Kirkcaldy's <i>Climate Action Fife</i> project to bring partnership together in a food summit
5 Environmental Capital - Community Wealth Building	<ul style="list-style-type: none"> • Sustainable land use policy to maximise community benefit from public assets, including supporting: <ul style="list-style-type: none"> ○ Green / blue infrastructure to enhance local spaces and encourage tourism ○ Vacant and Derelict Land: Climate Action project – bringing vacant and derelict into use for climate mitigation and adaptation e.g. through flood prevention, community energy generation or growing spaces ○ Support community energy generation e.g. Community Solar Co-operative development • Maximise Sustainable Procurement to support community wealth building

3.0 Cross Cutting Reform and Plan4Fife

- 3.1 Climate Fife sets out the principles on how we will tackling climate change, this is fundamental to all action across all reform areas. The vision states:

By 2045 Fife will be:

- **climate friendly**, having transformed the economy, infrastructure, land use and energy system to decarbonise how we live;
- **climate ready**, with plans and projects to increase the resilience of Fife communities and the economy to help minimise the impacts from unavoidable climate change; and
- **climate just**, ensuring that all Fifers and the Fife environment can benefit from this transition.

- 3.2 From discussion with officers working on the other reform areas, it's clear that there are synergies between the Climate Emergency workstream and the other cross-cutting workstreams within the Reform & Recovery Programme (i.e. Local Economic Recovery and Community Wealth Building, Anti-Poverty).

- 3.3 Discussion has suggested that review of the Plan forFife should adopt the reform areas as core priority areas over the coming three years. It is suggested that there is valuable to both:

- identifying a shared set of principles (based on the core priority areas of Climate, Economy and Poverty) by which any activity coming out of the reform and recovery work should be aligned to; and
- Identify a core set of priority cross-cutting activities that meet all the priority areas.

- 3.4 In particular, the following climate action areas (from section 2.2 above) provide an example of opportunities to work across priority workstreams to meet the wider objectives having co-benefits for economic recovery and poverty and crisis prevention agendas:
- Fife Sustainable Food Places:
 - Environmental Capital - Community Wealth Building

4.0 Conclusions

- 4.1 The Climate Emergency and subsequent Covid-19 pandemic are having an unprecedented impact within Fife. It does however offer opportunities to reform services to meet the climate emergency.
- 4.2 It is likely the Climate Emergency will impact those communities already most effected by the pandemic. As Fife recovers from the it, Fife Council should apply the 'Climate Just' principle and does not worsen the inequalities resulting from the pandemic.
- 4.3 Work on the Council's Reform and Recovery Programme has had very positive engagement from members. It would be beneficial to continue this process to ensure that climate action is sustained, and activities outlined above are developed and shaped by the group, drawing upon lessons learned during the workshops.
- 4.4 Preliminary conclusions suggest this reflects a set of core priorities focussing on a three-way relationship between economic recovery / community wealth building, climate emergency, and anti-poverty.
- 4.5 The development of outputs from each of the cross-cutting workstreams has highlighted a number of common themes and areas of overlap and duplication that now need further refinement.
- 4.6 In addition to finalising an integrated set of core priorities, there is also a need to consider the effectiveness of leadership and governance arrangements to support delivery going forward. This will need to evaluate the requirement for new programme management arrangements versus use of existing forums with a renewed clarity of agenda, and how this will then dovetail into strategic partnerships and new local place and people leadership arrangements.

Background Papers

- Plan for Fife 2017-2027
- Climate Fife Climate Fife: Sustainable Energy and Climate Action Plan (2020-2030)

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23rd February 2021

Agenda Item No. 06

Plan for Fife Delivery

Report by: Michael Enston, Executive Director – Communities

Wards Affected: All Wards

Purpose

This report presents the findings of work undertaken over the past four months to review Plan for Fife delivery arrangements.

Recommendation(s)

Board members are asked to consider and comment on the proposals outlined at Section 3.

Resource Implications

There are no immediate resource implications.

Legal & Risk Implications

There are no specific legal and risk implications.

Impact Assessment

An impact assessment will be undertaken as part of the development of the next three-year Plan for Fife.

Consultation

Strategic partnerships were consulted as part of the review work.

1.0 Background

- 1.1. At its meeting on 18th August 2020, 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 also endorsed 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 to the review was adopted across the Partnership. Partnership groups were then consulted on the three-year Plan for Fife review in the context of the four reform priorities and the 2020 State of Fife Report. Following these consultation meetings, Fife Council's Research Team carried out a system review of Plan for Fife delivery arrangements. The review report is attached at Appendix 1.

2.0 What Needs to Change?

- 2.1 The review concludes that it is not clear that the Plan for Fife is an efficient delivery system because:
 - Priority setting occurs in many places;
 - There is a tendency to collate actions rather than drive them;
 - Relationships are largely informal and generally involve updates rather than joint working;
 - The plan mainly depends on long-standing partnerships and ways of working to deliver on ambitions that often feel like what has gone before.
- 2.2 The review concludes that, as what has gone before has not delivered the scale of ambition set out in the Plan for Fife, it may be time to consider how such ambition can be achieved, and whether the same way of working will be able to deliver it. Although the current system delivers a range of activity and outcomes, it is not well adapted to delivering new activity and new outcomes in new ways.
- 2.3 This report suggests four required changes:
 - a) To drive forward key renewal priorities in the revised Plan for Fife, the Fife Partnership Board should establish a small number of senior leadership groups. The diagram at Appendix 2 aligns these groups with three of the current reform and recovery priorities.
 - b) Although the revised Plan for Fife will have a narrower focus, there will still be a need to strengthen delivery and reporting arrangements across all twelve of the Plan's ten-year ambitions;
 - c) Local place leadership has been identified as a key area of reform that should be built into the Partnership's delivery arrangements;
 - d) Strategic partnership groups would continue to play an important role in helping inform, shape and review progress. They would continue to play a key

role in promoting collaboration across a wide range of activity and in some cases would continue with specific delivery roles.

3.0 Proposals

- 3.1 In light of the recent reform and recovery work, along with the review findings described in Section 2, the following changes are proposed to Plan for Fife delivery arrangements. These proposals are outlined in the diagram at Appendix 2.

a) Reform and Recovery Priorities

- 3.2 The reform work undertaken over the past five months has identified the importance of driving forward work in the following reform areas:

- Tackling poverty and crisis prevention;
- Community wealth building;
- Addressing climate change.

- 3.3 It is therefore proposed that three leadership be established to take forward this work over the next three years to ensure that there is a clear partnership focus on the delivery of outcomes in these areas. The fourth priority, Leading Economic Recovery, already has established delivery arrangements.

- 3.4 Work across these areas would contribute to the delivery of the following Plan for Fife ambition - Fife has lower levels of poverty in line with national targets – as well as any new ambitions identified for Community Wealth Building and Addressing Climate Change.

b) Delivery of Plan for Fife Ambitions

- 3.5 While there will be a clear focus on the reform and recovery priorities, it will also be important to strengthen delivery and reporting arrangements for the remaining ten-year Plan for Fife ambitions. It is therefore proposed that a senior lead officer is identified from across the partnership to lead delivery work across the following Plan for Fife ambitions, as outlined in the diagram at Appendix 2:

- Educational attainment continues to improve for all groups;
- Fife has reduced levels of preventable ill health and premature mortality across all communities;
- Everyone has access to affordable housing options;
- Fife's main town centres stand out as attractive places to live work and visit;
- All our communities benefit from low levels of crime and anti-social behaviour;
- Every community has access to high quality outdoor, cultural and leisure opportunities;
- Economic activity and employment in Fife is improving faster than in the rest of Scotland;
- Economic activity and employment in Mid-Fife is catching up with the rest of Scotland;
- Fife has year on year increases in visitor numbers and tourism spend.

- 3.6 These leads will be asked to review current delivery arrangements and make changes where required, potentially including the establishment of new delivery groups.

- 3.7 The remaining two ambitions relate to the delivery of Community Led Services and will be taken forward across all partnership groups and via local People and Place groups:
- Our public services are more joined up and acting ‘one step sooner’;
 - Fife’s communities and individuals are more involved in local decision making and in helping to plan and deliver local services.

c) Local Place Leadership

- 3.8 Building on the positive learning and experience from local responses to the Covid-19 pandemic, local ‘Place’ and ‘People’ groups have been established across Fife’s seven local community planning areas. These groups will have a key role to play in ensuring that the delivery of Plan for Fife ambitions and outcomes is supported by effective local leadership and collaboration.

d) Partnership Groups and Forums

- 3.9 The Plan for Fife system review notes that strategic partnerships function as both delivery groups and forums that enable representation from a wide range of organisations and groups. While activities are delivered, these are not necessarily closely aligned with the aspirations of the Plan for Fife. In line with the findings of the review, it is suggested that these partnership groups review their current membership and ways of working to reflect these new arrangements.
- 3.10 Previously, Fife Partnership received progress reports by Plan theme, which involved reporting against specific three-year objectives and actions. A State of Fife (or strategic assessment) report was designed to assess broader progress against the Plan ambitions. The new arrangements would involve: a) progress reporting against the reform and recovery priorities; and b) progress updates on individual ambitions. The State of Fife report would continue to be produced on a three-year cycle prompting the Plan review.

4.0 Conclusion

- 4.1 The current Plan for Fife review requires the Fife Partnership to revise its current delivery arrangements to provide a clear focus on delivering its reform and recovery priorities, while at the same time renewing its intent to deliver the ten-year Plan for Fife ambitions.

List of Appendices

1. System Review of the Plan for Fife
2. Plan for Fife Delivery Arrangements

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Appendix 1.

System Review of the Plan for Fife 2021

William Penrice, Research Manager, Fife Council

Justin Gilbert, Corporate Development Consultant, Fife Council

Introduction

A scheduled review at year 3 of the 10 year Plan for Fife is underway. As part of this review an analysis of the partnerships has been undertaken to better understand how they fit into the plan and assist in delivering the outcomes. The Plan for Fife draws on the activity of a range of partners, these are thematically arranged in a series of partnerships (table 1). The intent is that the overarching Plan for Fife be delivered by named delivery leads supported by the partnerships. A systems approach is useful as the partnerships, the partners and the various activities operate as discrete components of the overarching Plan for Fife (the system). This review seeks to understand the links between the partnerships and how as a complete system they deliver the ambitions set out in the Plan.

A review of progress against the Plan for Fife ambitions (Fife Strategic Assessment 2021) has highlighted that even taking Covid-19 out of the equation, progress against the ambitions is a mixed bag of success and overall it is unlikely that these ambitions would be achieved. The implications of Covid will be to make this even less likely.

In that context the approach taken has been a relatively simple review. A short questionnaire was sent to all partnerships and has been collated alongside information obtained in a series of Partnership Review workshops, where challenges and opportunities with partners were discussed. A previous partnership review from 2013 has been referenced to provide information on approaches longer term.

Partnership Key	
CFP	Children in Fife Partnership
CWP	Communities & Wellbeing Partnership
FCSP	Fife Community Safety Partnership
FEP (Eco)	Fife Economy Partnership
FEP (Envi)	Fife Environmental Partnership
FHP	Fife Housing Partnership
FTP	Fife Tourism Partnership
OFP	Opportunities Fife Partnership
WRAP	Welfare Reform & Anti-Poverty Partnership
ADP	Alcohol & Drug Partnership
FVAWP	Fife Violence Against Women Partnership
Others	
HSCP	Health & Social Care Partnership
CPC	Child Protection Committee
APC	Adult Protection Committee

Table 1. List of main partnerships named in report and key to acronyms used. Note that Fife Economy Partnership is disbanded.

Main Findings

With the Fife Strategic Assessment suggesting it unlikely the Plan for Fife Ambitions will be achieved, this System Review has found that as a system the Plan for Fife architecture is overly complex and the partnership landscape is cluttered. It is our view that in terms of achieving the Plan for Fife Ambitions, the partnership landscape is not fit for purpose.

Function of individual units

While it is not formally the case, it is often implied at a strategic level that Partnerships almost exclusively exist to deliver the Plan for Fife through nominated delivery leads, although in some cases this is a key objective. Clearly, a single delivery lead cannot deliver all of the activity required and therefore the main effort falls to the wider partnership. For many the actions derived from the Plan for Fife are additional to their normal activity, although to a large extent these overlap. It is this overlap that is relied upon to create activity that delivers for the Plan for Fife. To a degree this works well, however it means that at a systems level there is no clear mechanism to deliver overarching activity; activity that does not sit neatly in an existing thematic area; challenging issues that might sit uncomfortably with an individual partnership or which may not be the partnerships preferred focus.

It would be more accurate to say that for the most part, the partnerships are a group of quite different entities, some delivering ongoing statutory functions, others deliver what is required by their various governing groups and others are more aligned to the Plan for Fife directly. While the intent is that these objectives align, there is no system in place, beyond scrutiny by the Fife Partnership, to ensure that objectives, priorities or resources align with the strategic aims or ambitions of the Plan for Fife.

Generally, partnerships function as forums and allow representation of a wide range of organisations and groups. While activities are delivered, this is not necessarily aligned with the aspirations of the Plan for Fife, although some effort is made to highlight where interests overlap. This was recognised by the Fife Economic Partnership which was discontinued in favour of a Business Forum to more effectively deliver what the partners required.

The secretariat of these partnerships is mainly Fife Council and they tend to be driven by the Council with support from the partners.

Connection between units

When delivering on major cross cutting areas of work, links between thematic areas are important. Therefore, we looked at the links between partnerships on delivering the Aims of the Plan for Fife.

Connections between partnerships are complex (figures 1 and 2), generally not close and often relate to providing updates or sharing information of mutual interest. It is not clear that these working relationships are even as close as suggested, with most partners identifying a working relationship with the disbanded Fife Economic Partnership, although they may actually refer to relevant Council Services rather than the Partnership. It is also the case that these arrangements are not symmetrical and along with other feedback, suggest some partners act as 'junior' partners or relationships are unbalanced in some way.

The connections between partnerships do therefore exist but it does not appear to be systematic in the sense of delivering the Plan for Fife outcomes, with these outcomes cutting across a range of thematic partnerships (Appendix 1 for matrix, Figure 3 for diagram).

This can also be seen in the membership of groups from various services, organisations, bodies and companies etc. (Appendix 3). A dilution across several Plan for Fife groups is seen caused by duplication in membership with people providing the same messages, functions across groups that require their speciality. This could be seen to be counter-productive for both focus and time involved for people attending multiple groups.

		Partnership											Others		
		CFP	CWP	FCSP	FEP (Eco)	FEP (Envi)	FHP	FTP	OFP	WRAP	ADP	FVAWP	HSCP	CPC	APC
Partnership	CFP		Occ	Occ	Occ		Occ		Occ	Occ					
	CWP	Occ		Some	Occ	Some	Occ	Occ	Occ	Close					
	FCSP	Occ	Some		Occ	Occ	Some	Occ	Occ	Some	Close	Close			
	FEP (Eco)														
	FEP (Envi)	Occ	Occ	Occ	Occ		Occ	Occ	Occ	Occ					
	FHP	Occ		Some	Occ	Some				Some			Close		
	FTP				Close										
	OFP	Occ	Some	Occ	Close	Occ	Occ	Occ		Some					
	WRAP	Occ	Occ				Occ								
	ADP	Occ	Occ	Close	Occ	Occ	Close	Occ	Occ	Some		Close			
	FVAWP	Occ		Close			Some				Some		Close	Occ	

Key	
	No Working relationship indicated
Occ	Occasional only (e.g. less than a few times per year)
Some	Some working arrangement (e.g. a few times per year)
Close	Close working arrangement

Figure 1. Interaction Matrix showing interaction between partnerships

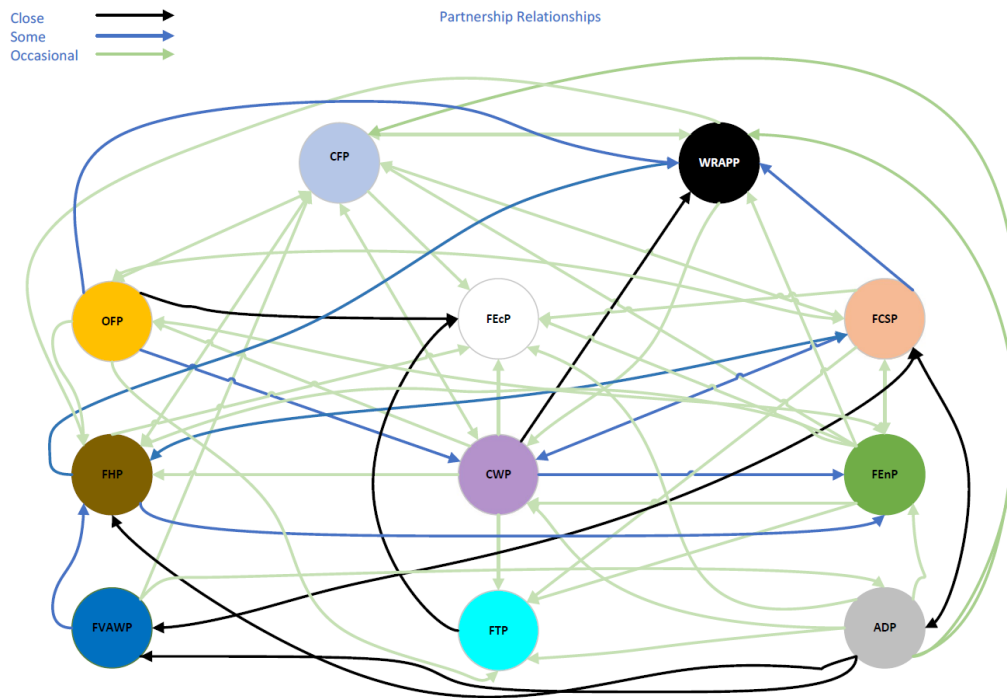


Figure 2 Diagrammatic Representation of the Interaction matrix (Figure 1)

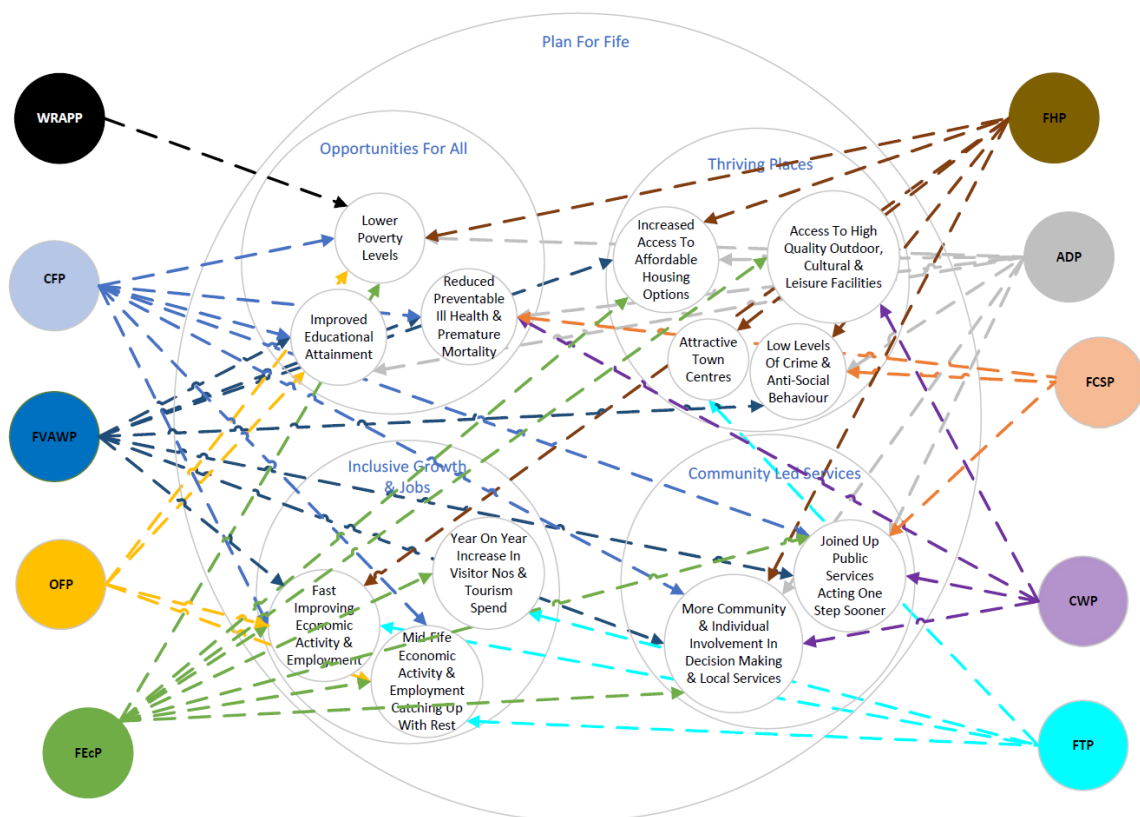


Figure 3 Diagram of relationship between outcomes and partners

Reform & Recovery

Another aspect to consider is the Reform & Recovery work to move forward from COVID 19, building back better and stronger. This also has close relationships with the Plan for Fife and work carried out within Reform & Recovery must also link to the Plan.

With the exception of 'Addressing The Climate Emergency', all of the Reform & Recovery areas are or can be aligned into Plan For Fife outcomes, so the opportunity for making closer links between all these areas exists. There would be advantage in the reform areas being explicitly aligned to the Plan for Fife.

The Plan for Fife as a System

It is not clear that the Plan for Fife is an efficient delivery system as such. Priority setting occurs in many places and there is a tendency to collate actions rather than to drive them. Relationships tend to be informal and relate to updates rather than joint working, although exceptions of course exist, this is not 'designed in'. To a large degree this is to be expected, mostly the plan relies on long standing partnerships and ways of working to deliver on ambitions that feel similar to what has gone before. However, what has gone before has not delivered the scale of ambition set out in the Plan and therefore it may be time to consider how such an ambition can be achieved and whether the same ways of working will be able to deliver on them.

This has been recognised by the formation of the Delivery Leads and Delivery Leads Group, which represents a move towards more formalisation of delivery. However, the fundamental system is still in place and it is not clear that this has made inroads in achieving the scales of ambition required.

The richness of the partnerships and the intertwined activities is a credit to the partnership approaches, however, these also serve to complicate and make it difficult to see what is needed to achieve a step change against the stated ambitions.

Appendix 1. Outcomes Matrix. Showing which groups work on what outcomes

		Opportunities For All			Thriving Places				Inclusive Growth & Jobs			Community Led Services	
		Fife Has Lower Levels Of Poverty In Line With National Targets	Educational Attainment Continues To Improve For All Groups	Fife Has Reduced Levels Of Preventable Ill Health & Premature Mortality Across All Communities	Everyone Has Access To Affordable Housing Options	Fife's Main Town Centres Stand Out As Attractive Places To Live, Work & Visit	All Our Communities Benefit From Low Levels Of Crime & Anti-Social Behaviour	Every Community Has Access To High Quality Outdoor, Cultural & Leisure Opportunities	Economic Activity & Employment In Fife Is Improving Faster Than In The Rest Of Scotland	Economic Activity & Employment In Mid-Fife Is Catching Up With The Rest Of Fife & Scotland	Fife Has Year On Year Increases In Visitor Numbers & Tourism Spend	Our Public Services Are More Joined Up & Acting 'One Step Sooner'	Fife's Communities & Individuals Are More Involved In Local Decision Making & In Helping To Plan And Deliver Local Services
Partnership	CFP												
	CWP												
	FCSP												
	FEP (Eco)												
	FEP (Envi)												
	FHP												
	FTP												
	OFP												
	WRAP												
	ADP												
	FVAWP												

Key

x Indicated as relevant to the Partnership / or the Partnership works on this ambition

APPENDIX 2. Summary of responses to questions by partnership groups

Partnership	How directions, objectives & targets set	How they are signed off
CFP	<p>The partnership's priorities, actions and targets are set out in the Children's Services Plan. The current 3-year planning period covers April 2020 – March 2023, however Covid has meant a recovery plan is being developed.</p> <p>Strategic priorities and actions aligned across all statutory aspects of children's services planning</p> <p>Priorities informed by: performance data, national policy and guidance. Development and delivery supported via consultation sessions with wider children's services. These sessions include senior representatives from a broad range of partners, leaders & practitioners involved with local area planning and improvement activity, and occasionally children and young people.</p>	<p>Children in Fife acts as a governance group and signs off key statutory plans and reports, on behalf of the Fife Partnership Group. Most of these statutory plans and reports are then submitted to Scottish Ministers, in line with legislative requirements.</p> <p>Reports on strategic planning and improvement are taken to the Fife Partnership Board on an occasional basis, as and when requested by the Fife Partnership Board</p>
CWP	<p>All three Delivery Leads for the Plan 4 Fife ambitions sit on C&WP. They see the role of the group as one of influencing, shaping, monitoring and identifying gaps, as opposed to delivery.</p> <p>The group's direction and work programme come directly from the Plan for Fife. The partnership also has responsibility for oversight of the CLD plan.</p>	<p>The work programme stems from relevant Plan for Fife ambitions.</p> <p>Relevant working groups (e.g. on volunteering strategy) report on progress towards Plan for Fife actions.</p> <p>Draft outcome theme reports were discussed so that partners could contribute, monitor progress and identify gaps.</p>
FCSP	<p>Consultation with all partners involved in Community Safety and linked in with Plan for Fife. Target setting currently under discussion</p>	<p>These will be signed off by the FCSP itself.</p>
FEP (Envi)	<p>Existing Strategies – these form the basis of direction, objectives and targets. 'Climate Fife' (sustainable energy and climate action plan) published in March 2020 outlines those relating the to climate change (main focus). But other strategies are also considered e.g. Local Biodiversity Action Plan, Plan 4 Fife etc.</p> <p>Review and response to national drivers, notably new governmental policy and legislation. E.g. Scottish Climate Change</p>	<p>They are agreed at meetings, often through consensus, but voting takes place where required or more formal position is required.</p>

Partnership	How directions, objectives & targets set	How they are signed off
	<p>Action Plan. FEP review and interpret these new drivers and where required revise objectives and targets to meet that.</p> <p>FEP has four meetings a year, and broadly follow a process of the Spring meeting reviews future priorities in light of that above, with the Winter meeting looking at formal reporting and progress review.</p> <p>Occasionally off-line discussion on specific topics where it falls out with this cycle.</p>	
FHP	<p>The direction, objectives and targets of FHP are set out in the Local Housing Strategy and success depends on strong partnership working to deliver housing outcomes and improve housing services across Fife.</p> <p>The LHS Implementation Group lead on the delivery and performance monitoring of the LHS outcomes on behalf of FHP.</p> <p>Performance is monitored and reported on a quarterly basis then used at year end to reset objectives and targets for the following financial year.</p>	<p>The five-year LHS is signed off by Fife Council and the Scottish Government.</p> <p>Annual targets and objectives are agreed following year-end review and monitoring is completed at quarterly meetings.</p> <p>The FHP has delegated authority to agree decisions which have an impact on the direction of housing services and the delivery of housing outcomes across Fife, however any housing policy changes require a decision of Council Committee.</p> <p>The FHP also used to report housing progress annually to the Fife Partnership.</p>
FTP	<p>The Fife Tourism & Events Strategy is created by Fife Tourism Businesses through workshops and then approved by the Fife Tourism Partnership Executive Board.</p>	<p>These are signed off by the Fife Tourism Partnership Executive Board members.</p>
OFP	<p>Set in 2013 following review by external consultants – national, regional and local policy drivers as well as internal council plans and the Fife Economic Strategy used to inform this.</p> <p>Reviewed in 2018 at a strategic review workshop. This review took into account the changed economic circumstances, as well as a new Plan 4 Fife and new Economic Strategy.</p> <p>This resulted in a new mission, set of five outcomes and ten subsidiary objectives more relevant to the position at that time.</p>	<p>Presented to the Fife Partnership at annual update and approved after discussion.</p>

Partnership	How directions, objectives & targets set	How they are signed off
	A further strategic workshop, or review will be undertaken following end of the European programme, and in response to changes which will result from current Covid challenges.	
WRAP	<p>The WRAP Partnership aims to provide strategic direction on a number of actions set out in the Plan for Fife to achieve lower levels of poverty in Fife that are in line with national targets by supporting people to maximise household incomes. This is an ambition of the Plan for Fife under the opportunities for all theme. The actions set out under this ambition are used in the WRAP Delivery Plan. Objectives for child poverty are set out in the annual Local Child Poverty Action Report.</p> <p>In terms of targets, the partnership has previously used the Opportunities for All performance report for monitoring and uses the same targets. The partnership has explored the use of dashboards/scorecards but hasn't agreed an approach to this yet.</p> <p>Actions within the Delivery Plan are aimed to be reviewed by the partnership annually. The last review was held at a partnership meeting designed as a workshop in December 2019. This was used to allow the partnership to identify gaps in our service delivery and to monitor delivery and outcomes.</p>	Partnership direction, objectives and targets have been signed off by Fife Partnership as part of the Plan for Fife reporting. Direction and objectives have not been changed and follow what has been set out in the Plan for Fife.
ADP	<p>From National Alcohol and Drug Policy and Strategy which inform local strategy</p> <p>Allocation SG funding ringfenced for specific work</p> <p>Evidence base</p> <p>Research/Needs Assessment</p> <p>Other areas approaches</p> <p>National and Local strategy from other partnerships in Fife</p>	ADP Committee and if service briefs/SLAs are part of the targets these are signed off by Fife Contracts and Commissioning Team Annual reports/Strategy are signed off by HSCP's Integrated Joint Board
FVAWP	<p>FVAWP Strategy and Action Plan was agreed by partners following development session in 2019.</p> <p>It is aligned to Equally Safe, Scotland's Strategy for the prevention and eradication of violence against women and girls. (VAW&G). FVAWP Executive reviews progress and provides a data return to the Improvement Service Annually</p>	FVAWP reports to COPSG

Partnership	How directions, objectives & targets set	How they are signed off
	Scottish Govt and CoSLA issued Supplementary Guidance re Covid and VAW&G recognising the increased risks of Covid for those with lived experience. FVAWP Executive updated Action Plan to incorporate 20 additional actions within Supplementary Guidance Covid and VAW&G in December 2020.	

Appendix 3. Partnership Membership Matrix

The membership matrix (following page) provides an overview of who attends which partnerships.

This matrix is intended to show where a service/organisation was mentioned in the membership of a partnership and how many people from each service or organisation. The number in the grid indicates the number of people that were detailed on the return.

These have been grouped into Fife Council Services or departments, agencies that are either public sector or National bodies and finally more local partnership groups, trusts and third sector agencies or businesses.

The final column (Total No. Partnerships) shows the number of partnerships that that organisation is represented on, although not necessarily always by the same person. A "1" in this column would indicate that that service only appears on a single partnerships membership and has no "cross partnership" involvement.

For example - for the NHS, someone from the NHS is a member of 9 of the listed partnerships, and in the case of the CWP there are 4 different people from the NHS on their membership.

Whereas, Fife Coast & Countryside Trust only appears on 2 of the partnerships (Fife Environment Partnership and Fife Tourism Partnership) and has listed one person on each

Key					
1					
2					
3					
4					
5					
6					
7					
?					

Number of people from the service or organisation that were named as being on the partnership in the survey return.

This is shaded from light to dark, with organisations/services with more people appearing as darker green.

In the case of Housing and the FHP, no individuals from Housing were named as members on the return, as this seems unlikely this has been entered as ?

		Partnership										Total No Partnerships
	Members	FCSP	FHP	CWP	FVAWP	ADP	OFP	WRAP	FEP (Envi)	FTP	CFP	
Fife Council	Housing	6	?		1	1		1			1	6
	Social Work	1		1	2	3					3	5
	Communities & Neighbourhoods			2	2		1	4	2		1	6
	Education			1	2	1	1	1			4	6
	Finance & Corporate Services							1				1
	Revenue & Commercial Services							1				1
	Customer Services							1				1
	Human Resources				1							1
	Economy, Planning & Employability Services						1	1		1		3
	Assets, Transportation & Environment								2			1
	Protective Services								1			1
	Business Support										1	1
	Elected members/Councillors	7	3	3	2	1	1		2	1		8
National / Public Sector	NHS	1	1	4	3	4	1	1	2		4	9
	HSCP			2	1	2	1	1				5
	Police Scotland	2		1	1	1					1	5
	Scottish Government		2									1
	Scottish Fire & Rescue Service	1										1
	Social Security Scotland							1				1
	DWP						2					1
	Skills Development Scotland (SDS)			1			2					2
	Scottish Water								1			1
	SEPA								1			1
Local Organisations / Partnerships / Trusts	SCRA (Scottish Children's Reporter Association)										1	1
	Fife Voluntary Action (FVA)			1			1	1	1			4
	Fife College						3		1	1	1	4
	Fife Cultural Trust			1			1			1		3
	Fife Alcohol & Drugs Partnership	1			1							2
	FVAWP	1			1							2
	Fife Centre for Equalities (FCE)			1	1							2
	Fife Resource Solutions		1						1			2
	Fife Coast & Countryside Trust								1	1		2
	Independent Chair (APC, CPC)	1									1	2
	St Andrews University				1				1			2
	FCSP			1								1
	Fife Housing Association Forum		2									1
	Fife Tenant Forum		1									1
	Private Landlords		3									1
	Frontline Fife		1									1
	Cosy Kingdom Partnership		1									1
	Youth First			1								1
	Workers' Educational Association (WEA)			1								1
	Safe Space				1							1
	Kingdom Abuse Survivors Project				1							1
	Fife Rape and Sexual Assault Centre				1							1
	Fife Women's Aid				1							1
	Army Welfare Service				1							1
	Third Sector Representative					1						1
	FASS					1						1
	DAPL					1						1
	SRC					1						1
	Elmwood college								1			1
	Pfaudler						1					1
	Citizens Advice and Rights Fife							1				1
	Fife Gingerbread							1				1
	Fife Communities Climate Action Network								1			1
	Forestry Scotland - South Fife								1			1
	Green Action Trust								1			1
	Kingdom Housing Association								1			1
	NatureScot								1			1
	Ore Valley Housing Association								1			1
	The Rings									1		1
	Visit Scotland									1		1
	FSB Scotland									1		1
	Kingswood Hotel									1		1
	Cairnsmill Caravan Park									1		1
	Fife Chamber of Commerce									1		1
	Clan MacKenzie Routes									1		1
	Visit East Neuk									1		1
	Newhill Farm Cottages									1		1
	Chair of Fife Events Group									1		1
	Balgove Larder									1		1
	Scottish Deer Centre									1		1
	DoubleTree by Hilton – Queensferry Crossing									1		1
	Clued Up										1	1

