

Fife Partnership Board

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

Tuesday, 17th August, 2021 - 10.00 a.m.

AGENDA

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<p>Members 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>

Eileen Rowand
Executive Director
Finance and Corporate Services

Fife House
North Street
Glenrothes
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10th August, 2021

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www.fife.gov.uk/committees

THE FIFE COUNCIL - FIFE PARTNERSHIP BOARD – REMOTE MEETING

18th May, 2021

10.00 a.m. – 11.10 a.m.

PRESENT: Councillors David Ross (Convener), David Alexander and Dave Dempsey; Steve Grimmond, Chief Executive, Fife Council; Carol Potter, Chief Executive, Dona Milne, Director of Public Health, Tricia Marwick, Chair of NHS Fife Board, NHS Fife; Nicky Connor, Director of Health and Social Care Partnership; Jim Grieve, Interim Partnership Director, SESTran; Gordon MacDougall, Head of Operations, Skills Development Scotland; Elaine Morrison, Head of Partnerships East Region, Scottish Enterprise; Kenny Murphy, Chief Executive, Fife Voluntary Action; Bryan Todd, Group Commander, Scottish Fire and Rescue Service (substitute for Mark Bryce) and Sue Reekie, Chief Operating Officer, Fife College.

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

ALSO ATTENDING: Joy Tomlinson, New Director of Public Health, NHS Fife,

104. MINUTE OF FIFE PARTNERSHIP BOARD MEETING OF 23RD FEBRUARY, 2020

The Board considered the minute of the Fife Partnership Board Meeting of 23rd February, 2021.

Decision

The Board approved the minute.

105. COVID-19 UPDATE - VERBAL UPDATES ON RECOVERY ACTIVITY BY PARTNERS

Partners provided updates to the Board on the current activities surrounding the Covid-19 pandemic within their respective services.

Services have continued to work differently during the pandemic, and it was noted that partners continue to look at new ways of working as part of the increase in agile working policies in line with the recovery plan.

Dona Milne welcomed Joy Tomlinson to the Board, as the new Director of Public Health, NHS Fife.

It./

It was noted that additional Covid-19 testing facilities had been set up within the Kirkcaldy area in response to a small cluster of the Covid-19 Indian variant haven been detected within the Kirkcaldy area. Partners were asked to encourage the public to come forward for Covid-19 testing even if they were asymptomatic, and to highlight the importance of attending for Covid-19 vaccinations.

Decision

Kenny Murphy to provide a report on the proposals for the volunteering action plan to the next Board Meeting on 17th August, 2021.

106. DRAFT PLAN FOR FIFE

The Board considered a report by the Executive Director, Communities which sought partners views on the initial draft of the three-year update of the Plan for Fife 2017-2027, as the basis for Fife's recovery and renewal following the Covid-19 pandemic. The report set out the processes and timescales for developing and finalising the plan over the next four months.

Decision

The Board considered and commented on the: -

- (1) initial draft of the three-year recovery and renewal plan;
- (2) gaps and areas of work which needed to be more developed;
- (3) proposed delivery and monitoring arrangements for the plan;
- (4) suggested process and timescales for developing and finalising the plan;
and
- (5) proposal to add an additional ambition to the Plan for Fife on carbon emissions.

Over the next 2 months, partners were asked to work on finalising the content of the draft plan and identify any service implications. The final version of the report to be brought to the Board Meeting of 17th August, 2021 for approval.

107. DATE OF NEXT MEETING - TUESDAY 17TH AUGUST, 2021 AT 10.00AM

The next Board Meeting shall take place on Tuesday 17th August, 2021 at 10.00am. This meeting shall be held remotely, as necessary, and subject to Scottish Government advice on Covid-19.

17th August 2021

Agenda Item No. 4

Plan for Fife Update: A Plan for Recovery and Renewal

Report By: Michael Enston, Executive Director, Communities

Purpose

To present a three-year update of the Plan for Fife 2017-2027 as the basis for Fife's recovery and renewal following the Covid-19 pandemic.

Recommendations

Board members are asked to consider and endorse the Plan for Fife 2021-2024 Update – Recovery and Renewal.

Resource Implications

The plan will largely be delivered from existing resources across the Fife Partnership. Community wealth building approaches will be used to maximise the benefits from public expenditure in Fife and make best use of Fife's public and community assets for community wellbeing.

Impact Assessment

An Equality Impact Assessment is being carried out and will be circulated to Board members.

Consultation

The initial draft plan was informed by work on the reform and recovery priorities, which involved Fife Council officers, elected members and partners. The draft plan was considered by the Fife Partnership Board at its meeting on 18th May and partners were consulted on the preparation of a further consultation draft. The consultation draft was then widely circulated for comment across the Partnership and among voluntary and community groups in July 2021

1.0 Background

- 1.1 At its last meeting on 18th May 2021 the Board agreed a draft version of the three-year update of Plan for Fife 2017-2027. The draft Plan focused on four priorities that are considered to be essential to post-Covid recovery and renewal.
- 1.2 The agreed priority areas are:
 - a) Leading economic recovery;
 - b) Tackling poverty and crisis prevention;
 - c) Reducing the impact of the climate emergency;
 - d) Community wealth building
- 1.3 Since then, partners and strategic partnerships have been consulted in order to further develop the Plan and help ensure that it sets out a clear strategy for recovery and renewal from the impacts of Covid-19 and for achieving Fife's ten-year ambitions.
- 1.4 The Board also agreed initial proposals for revised leadership and delivery arrangements for the Plan.

2.0 Recovery and Renewal Plan

- 2.1 The updated Plan for Fife sets out the recovery and renewal priorities that will be reflected in plans and strategies across the partnership, along with the immediate actions needed to kick-start Fife's recovery from the impact of Covid-19. The Plan does not aim to set out everything that needs to be done, but sits at the centre of a web of supporting plans and strategies that will need to align with our ambitions and priorities.
- 2.2 The Plan also identifies the need for new ways of working. Simply trying harder doing the same things will not achieve our ambitions. This will require the kind of creativity, courage, and a willingness to change that was evident in Fife's response to the pandemic.
- 2.3 The review work that informed the development of the Plan identified several cross-cutting threads, such as the need for a greater focus on place and the important role of communities in developing shared responses and solutions. Community wealth building provides a useful way of bringing all these ideas together as part of an overarching approach. It is an emerging way of working that focuses on several key issues - community wealth, wellbeing, environmental sustainability and fairness.
- 2.4 The revised Plan therefore puts community wealth building at the heart of all we aim to do to:
 - a) **Recover** from the pandemic: taking immediate action to support our children and young people, those people who have been most affected, and our business community;

- b) **Renew** our public services through a new commitment to work in partnership with our communities, with a focus on place;
- c) **Re-align** our strategies, plans and ways of working to make this happen and deliver our ambitions.

2.5 The updated Plan also identifies several pivotal changes we need to make in the way we work in order to achieve these outcomes, which will apply across everything we do. These are:

- Building ‘No Wrong Door’
- Creating a sense of Place
- Making it happen – just do it
- Taking time for people and relationships
- Resourcing change through evidence and funding.

2.6 The Plan sets out revised leadership and delivery arrangements that are designed to provide the focus and leadership drive that will be needed to support the renewal of our public services through a commitment to community wealth building. These arrangements are set out in a separate report at Item 4.

3.0 Monitoring Progress

3.1 To be successful, the Plan for Fife will need a robust monitoring framework to assess and inform discussion on the progress being made. The updated monitoring framework comprises three key elements:

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

3.2 A summary of the impact measures for the recovery and renewal priorities and ten-year ambitions is provided in Appendix 1 of the Plan. These measures will provide the basis for performance reporting against the Plan.

4.0 Conclusions

4.1 The update of the Plan for Fife sets out a three-year recovery and renewal plan following the Covid-19 pandemic. It provides a clear basis for partnership activity aimed at delivering A Fairer Fife by adopting the principles of community wealth building.

List of Appendices

1. Plan for Fife 2021-2024 Update: Recovery and Renewal

Report Contact

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Recovery and Renewal

Plan4Fife 2021-2024 Update

August 2021



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Introduction

Our updated Plan for Fife

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

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

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

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

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

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

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

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

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

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

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

Figure 1: Our Journey Towards a Fairer Fife



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

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

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

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

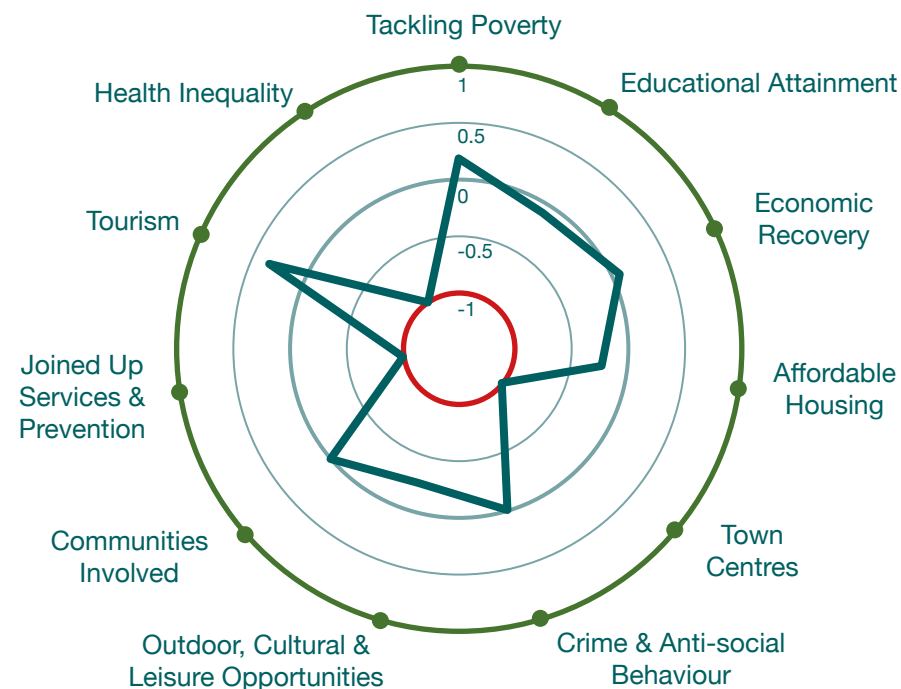


Figure 2: Review of progress against ambitions

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

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

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

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

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

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

The following key messages came out of these reviews:

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

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

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

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

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

The renewal landscape

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

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

Covid Impacts

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

Source: British Academy

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

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

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

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



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

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

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

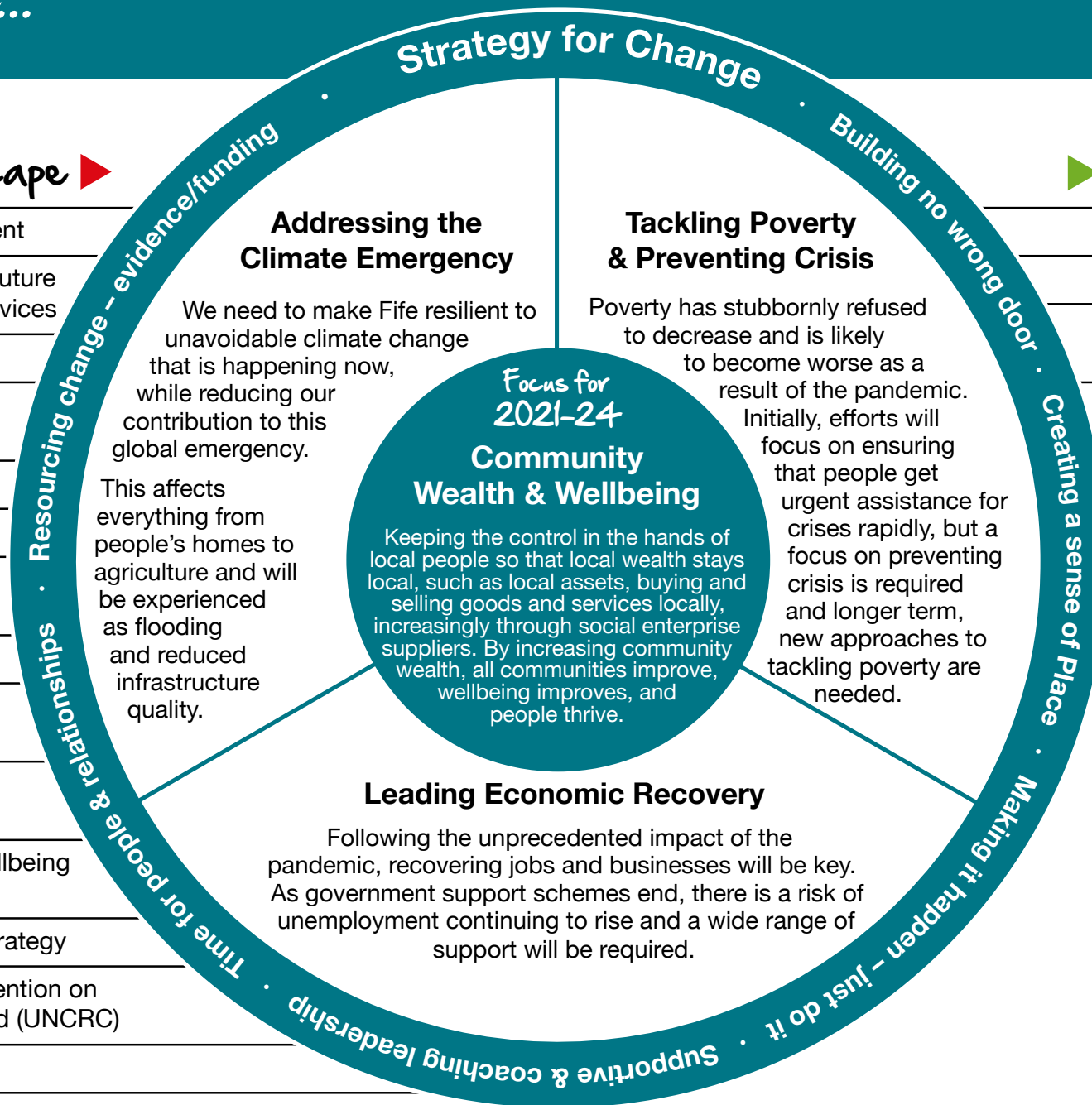
A wide range of strategies exist to improve our environment, collected under the single banner of **Scotland's Environment**, where the importance of partnership working for the environment is stressed. The **Just Transition Commission** report also puts the case for a national mission for a greener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

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

Plan4Fife 2021-24 Update at a glance...

Renewal landscape ▶

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



▶ A Fairer Fife

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

Our strategy for change

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

What needs to change?

Building no wrong door

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

Creating a sense of place

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

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

Making it happen – just do it

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

Taking time for people and relationships

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

Improving evidence

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

Our approach

Community wealth building

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

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

Where are we now?

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

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

Over the next three years we will:

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

Our recovery & renewal priorities

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

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

Leading economic recovery

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

This means:

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

What is the current position?

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

What are the main changes and challenges?

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

How we will achieve this:

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

Tackling poverty & preventing crisis

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

This means:

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

What is the current position?

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

What are the main changes and challenges?

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

How we will achieve this

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

Addressing the climate emergency

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

This means:

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

What is the current position?

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

What are the main changes and challenges?

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

How we will achieve this:

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

Leadership and delivery

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

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

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

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

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

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

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

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

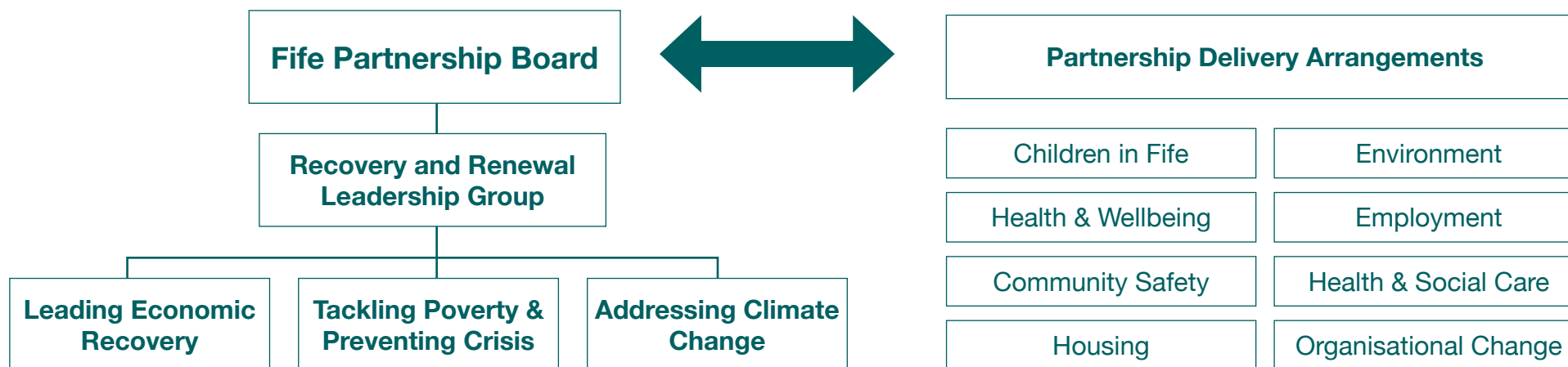


Figure 5: Leadership structure

Aligning our strategies and plans

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

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

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

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

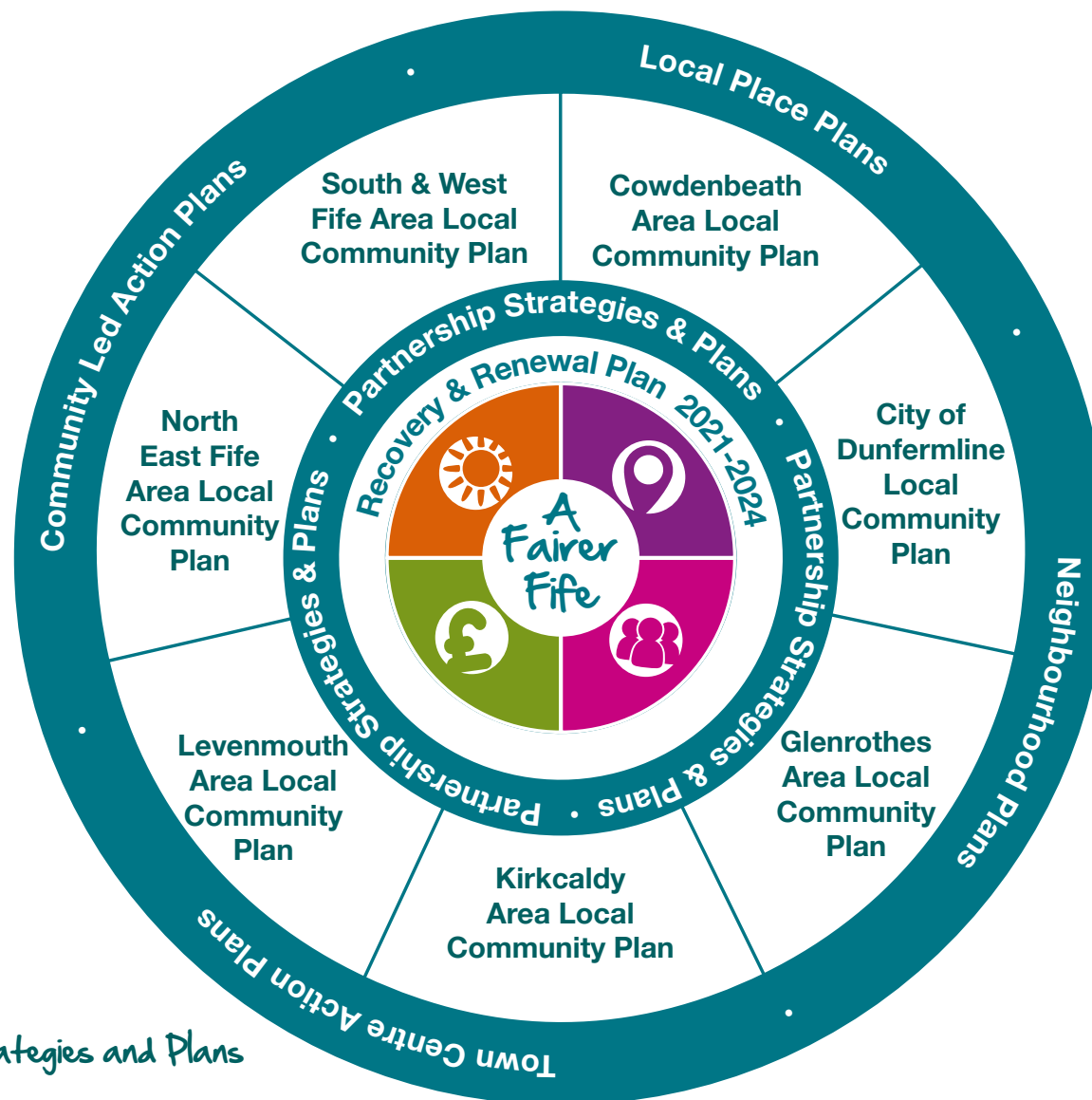


Figure 6: Aligning Strategies and Plans

Our immediate actions

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

Leadership

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

Empowering communities

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

New ways of working

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

Planning for people and place

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

Children and young people

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

Health and wellbeing

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

Digital

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

Economic recovery

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

Promoting social and community enterprise

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

Assets and investments

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

Increasing local spend

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

Maximising incomes and reducing costs

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

No wrong door

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

Acting on evidence

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

Climate resilience and net zero carbon

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

Monitoring progress

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

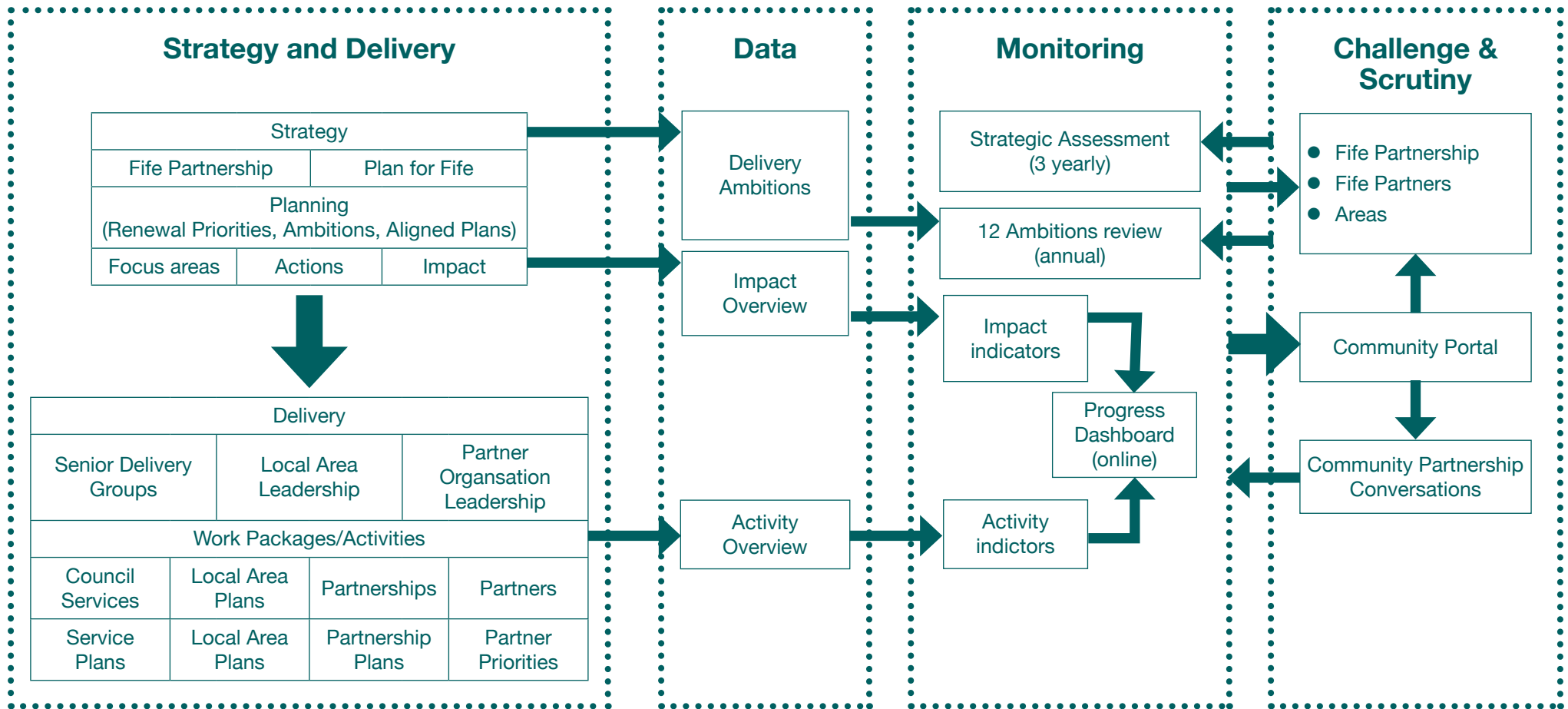
The updated monitoring framework comprises three key elements:

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

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

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

Figure 7: Monitoring framework



Appendix 1. Impact measures

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

Approach and priorities

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

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



Opportunities for All

Desired outcomes

Fife has lower levels of poverty in line with national targets

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

Educational attainment continues to improve for all groups

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

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

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



Thriving places

Desired outcomes

Everyone has access to affordable housing options	<ul style="list-style-type: none"> ● Increased access to affordable homes ● Reduced homelessness ● Less sub-standard private sector housing 	<ul style="list-style-type: none"> ● Shorter waiting time on the Fife Housing Register ● Increased public knowledge of housing choices ● More homes meet net zero carbon standards
Fife's main town centres stand out as attractive places to live, work and visit	<ul style="list-style-type: none"> ● Improved perception of town centres as attractive places ● Increased town centre investment 	<ul style="list-style-type: none"> ● More vacant, derelict and contaminated land in town centres brought into use ● Fewer derelict buildings
All our communities benefit from low levels of crime and anti-social behaviour	<ul style="list-style-type: none"> ● Reduced crime and anti-social behaviour ● Reduced levels of harm 	<ul style="list-style-type: none"> ● Reduced levels of violence and abuse against women and children
Every community has access to high quality outdoor, cultural and leisure opportunities	<ul style="list-style-type: none"> ● Greater participation in physical activity by all age groups ● Increased footfall across all facilities ● Increased concessionary attendances ● Increased membership take-up for leisure schemes 	<ul style="list-style-type: none"> ● Increased participation in cultural life ● Increased participation in outdoor recreation ● Increased satisfaction with outdoor, cultural and leisure opportunities



Inclusive jobs & growth

Desired outcomes

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

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

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

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

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

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



Community led services

Desired outcomes

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

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

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

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

Plan for Fife 2021-2024 Update



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17th August 2021

Agenda Item No. 5

Plan for Fife: Revised Leadership and Delivery Arrangements

Report By: Michael Enston, Executive Director, Communities

Purpose

To present revised Plan for Fife leadership and delivery arrangements for consideration by the Fife Partnership Board.

Recommendations

Board members are asked to consider and endorse proposed leadership and delivery arrangements for the Plan for Fife..

Resource Implications

Staff resources will need to be identified to support the work of the leadership group and delivery boards.

Impact Assessment

An Equality Impact Assessment is not required as this report does not propose any immediate changes to policy or service delivery.

Consultation

Community planning partners have been consulted on the proposals set out in this report.

1.0 Background

- 1.1 At its last meeting on 18th May 2021, the Board agreed initial proposals for revised leadership and governance arrangements for the Plan for Fife, and this report builds on these initial proposals. The 2020 Strategic Assessment identified that the Plan for Fife's ten-year ambitions are unlikely to be achieved at the current rate of progress. A system review of the partnership also showed that the current partnership arrangements are not clearly aligned to delivering the required outcomes.

2.0 Leadership and Delivery

- 2.1 The revised Plan for Fife sets out leadership and delivery arrangements designed to provide the focus and leadership drive that will be needed to deliver Fife's recovery and renewal priorities and the wider Plan for Fife ambitions.

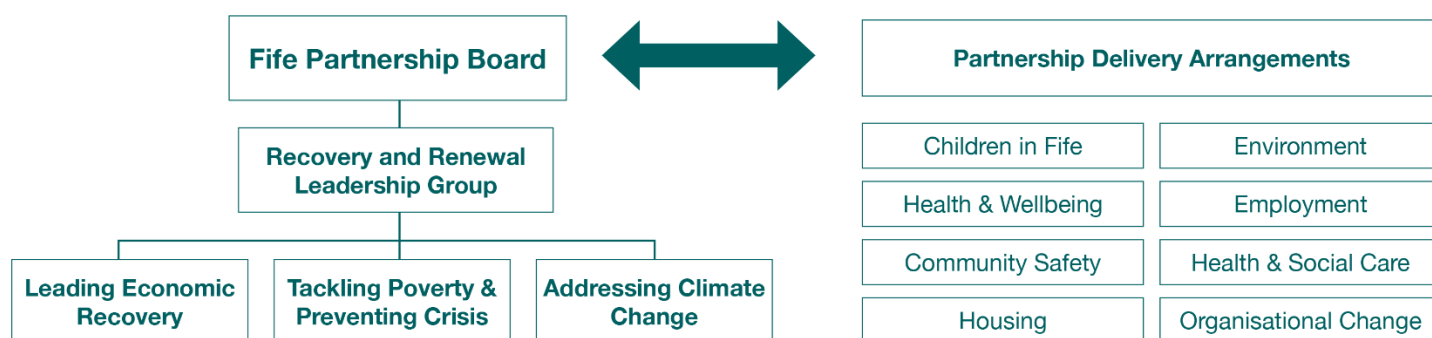
- 2.2 Key to this will be strengthening the role of partnership groups to ensure they have a well-defined delivery role for the Plan for Fife. This will involve reviewing current partnership arrangements to ensure that there is clear leadership and accountability through regular reporting to the Fife Partnership Board. Lead responsibilities for taking this work forward are as follows:

- Children in Fife – Fife Council (FC) Executive Director, Education and Children's Services;
- Health and wellbeing – Director of Public Health, NHS Fife;
- Community safety – Chief Inspector, Police Scotland;
- Housing – FC Head of Housing ;
- Environment – FC Head of Protective Services
- Employment – FC Head of Business and Employability
- Health and social care – Director of Health and Social Care
- Organisational Change – Programme Manager, Recovery and Renewal

- 2.3 In addition, new leadership arrangements will support recovery and renewal of our public services through a commitment to community wealth building. The proposed structure has the following features.

- A *recovery and renewal leadership group* will focus on ensuring the alignment of key plans and strategies, supporting place leadership, and shaping and delivering actions on community wealth building (CWB). In addition, a support group will coordinate the implementation of community wealth building approaches across CWB anchor institutions.
- *Delivery boards* will coordinate delivery of each of the three recovery and renewal priorities.

Figure 1. Leadership and partnership delivery arrangements



2.4 Draft remits for the Fife Partnership Board, leadership group and delivery boards are included at Appendix One. It is anticipated that the leadership group and delivery boards will have joint leadership arrangements from across the partnership. Suggested group memberships are set out below;

a) Recovery and renewal leadership group

CEOs, Fife Council (FC) and NHS Fife (Leads); Delivery Board Leads; Community Wealth Building Support Lead; FC and NHS Fife Resource Directors; Fife Voluntary Action, Fife College.

b) Leading Economic Recovery

FC - Executive Director, Economy and Environment, (Lead), Head of Business and Employability. Head of Education, Procurement Manager; NHS Director; Skills Development Scotland; Scottish Enterprise.

c) Tackling Poverty and Preventing Crisis

FC Executive Director, Communities (Lead); Director of Public Health; FC - Head of Education and Children's Services, Education Manager, Head of Revenue and Commercial Services, Head of Housing Services, Head of Communities and Neighbourhoods, Community Manager; FVA; Health and Social Care Partnership.

d) Addressing Climate Change

FC - Executive Director, Economy and Environment, (Lead), Head of Planning, Head of Finance, Head of Housing Services, Head of Education, Head of Assets, Transport and Environment; NHS - Director of Property and Management; Chair, Environmental Partnership, Zero Waste Scotland.

2.5 In addition, People and Place leadership groups have been established across each of Fife's local community planning areas, building on models established during the pandemic response. These groups will help to ensure that the delivery of ambitions is built around effective local leadership and collaboration.

2.4 Each of the leadership groups and delivery boards will have dedicated support, which collectively will provide a programme management office (PMO) function with overall leadership from a programme manager. Groups will work to the same cycle of meetings to ensure effective reporting and alignment across the recovery and renewal priorities.

- 2.5 Key delivery plans and strategies will be considered by the Recovery and Renewal Leadership Group and, where appropriate, by the Fife Partnership Board. Plans will be actively reviewed with service leads through the PMO.
- 2.6 Delivery plans for the recovery and renewal plans will be finalised by the end of August 2021 and the first meetings of the leadership groups and delivery boards will take place in September 2021.

3.0 Conclusions

- 3.1 The revised leadership and governance arrangements set out in this report are designed to ensure that there is a clear partnership focus on the agreed renewal and recovery priorities over the next three years. These arrangements should also ensure stronger alignment between the work of partnership groups and the agreed Plan for Fife priorities and ambitions.

List of Appendices

1. Leadership Board Remits

Report Contact

Tim Kendrick
Community Manager (Development)
Email – Tim.kendrick@fife.gov.uk

Leadership Board Remits

Fife Partnership Board	
Overview	The Fife Partnership Board will provide strong shared leadership for community planning to ensure that the collective efforts and resources of partners add the most value to Fife's communities, with a particular emphasis on reducing inequality.
Remit	<ul style="list-style-type: none"> • Set an ambitious vision with and for local communities and ensure that the vision is delivered. • Provide leadership to ensure Plan for Fife ambitions are delivered. • Bring together the collective talents and resources of Fife's public services and communities to drive positive change. • Identify opportunities for partners to work together to use their collective resources in more effective and efficient ways to improve outcomes with a clear focus on place. • Ensure that the voices of communities, especially those experiencing socio-economic disadvantage, are part of the successful delivery of community planning. • Keep under review whether partners are deploying the right resources to meet our ambitions, take corrective action where necessary and report progress annually to our communities. • Ensure risks impacting on the delivery of outcomes are being managed effectively
Key questions this board will ask	<ul style="list-style-type: none"> • Is the Partnership providing the collaborative leadership needed? • Are partners deploying the right resources to meet our ambitions? • Are partners working collaboratively to make the changes we need to make in the way we work and deliver our services? • Have we identified and are we managing the correct risks relating to the key outcomes? • Are partners displaying the right attitudes and behaviours?
Typical Workload	<ul style="list-style-type: none"> • Monitor and challenge the performance and progress of delivery plans. • Identify opportunities for collaboration. • Oversee partnership governance and delivery arrangements. • Consider key dependencies, issues and risks • Sponsor or champion Plan for Fife delivery plans • Agree overall partnership resource commitments • Deal with performance issues • Scrutinise activity • Initiate top level reviews • Approve new activity or initiatives not covered by delivery boards or partnership groups, e.g., those that are highly cross-cutting across boards. • Consider resource priorities across boards

Appendix One

Membership	Fife Partnership members
Reports to	This is the most senior board within the Fife Partnership.
Receives reports from	All other boards.

Renewal and Recovery Leadership Group	
Overview	<p>The Leadership Group will:</p> <ul style="list-style-type: none"> a) ensure that activity across delivery boards and partnership groups is aligned with the Plan for Fife ambitions; b) ensure that plans have a clear focus on local people and place leadership and community empowerment; c) provide leadership for the development of community wealth building approaches in Fife.
Remit	<ul style="list-style-type: none"> • Oversee delivery of Plan for Fife priorities and ambitions • Promote the adoption of community wealth building approaches across the Partnership • Coordinate the work of delivery boards in line with community wealth building principles • Review the roles and remits of partnership groups to ensure the delivery of deliver Plan for Fife outcomes • Develop partnership mechanisms for collaboration on new ways of working, e.g., making the most of digital • Ensure risks impacting on the delivery of outcomes are being managed effectively
Key Questions this board will ask	<ul style="list-style-type: none"> • Are the right programmes and projects in place to deliver our outcomes? • Do our actions support a community wealth building approach? • Are our delivery plans and strategies aligned with the Plan for Fife? • Do our partnership arrangements support delivery of Plan for Fife ambitions? • Do we have a clear focus on people and place leadership?
Typical Workload	<ul style="list-style-type: none"> • Coordinate the work of delivery boards and partnership groups • Oversee delivery of a community wealth building action plan • Ensure the alignment of delivery plans and strategies with the Plan for Fife • Ensure delivery boards and partnership groups are supported • Establish mechanisms for collaboration on new ways of working

Appendix One

Membership	CEOs Fife Council/NHS Fife (Lead), Delivery board/CWB support leads, NHS Fife and FC resource directors, FVA, Fife College.
Reports to	Fife Partnership Board
Receives reports from	Leadership groups and partnership groups

Delivery Boards	
Overview	<p>The delivery boards provide senior officer leadership and oversight for the delivery of Plan for Fife priorities. They ensure that key dependencies are identified, partners are sufficiently involved, and that sufficient progress is being made. The boards are:</p> <ul style="list-style-type: none"> • Leading economic recovery • Tackling poverty and preventing crisis • Addressing climate change
Remit	<ul style="list-style-type: none"> • Lead and manage the delivery of a Plan for Fife reform and renewal priority • Ensure risks affecting the delivery of priority outcomes are being effectively managed
Key Questions this board will ask	<ul style="list-style-type: none"> • Will the activity we have in place deliver the desired outcomes? • Have we identified, and are we managing, the correct risks relating to the key outcomes for this priority? • Is there enough effective partnership working? • How do we remove key blockages to progress? • Who is key to delivery?
Typical Workload	<ul style="list-style-type: none"> • Ensure delivery of Plan for Fife priority outcome activity • Manage performance of the relevant delivery plan/s • Approve the set up and oversee the delivery of activities and initiatives • Manage programme and project risks and issues • Manage critical links between boards and with relevant partnership groups • Manage resource requirements • Review activity or project proposals • Review reports on progress • Scrutinise projects and performance • Review approaches • Discuss links with partner initiatives • Manage resource requirements • Consider how local and national developments impact on the priority and appropriate response

Appendix One

Membership	<p>Leading economic recovery: Executive Director, E&E, (Lead); Head of Business and Employability; Head of Education, Procurement Manager, NHS Director, Skills Development Scotland, Scottish Enterprise</p> <p>Tackling poverty and preventing crisis: Executive Director, Communities (Lead), Director of Public Health, Head of Education and Children's Services, Head of Revenue/Commercial, FVA, H&SC, Head of Housing, Head of C&N, Community Manager, (other partners?)</p> <p>Addressing climate change: Executive Director, E&E, (Lead); Head of Planning, Head of Finance, Director of Property and Management (NHS), Head of A,T&E, Chair Environmental Partnership, (other partners?)</p> <p>Community wealth building support: FC – Head of Business and Employability, Procurement Manager, Senior Manager (Property), Head of Communities and Neighbourhoods; Head of Human Resources; NHS Fife, Fife College.</p>
Report to	Fife Partnership Board and Recovery and Renewal Leadership Group
Receives reports from	Projects, initiatives and activity leads

17th August 2021

Agenda Item No. 6

Volunteering Strategy for Fife

Report By: Kenny Murphy, CEO, Fife Voluntary Action

Purpose

To present a first Volunteering Strategy for the Fife Partnership, with an initial 3-year action plan.

Recommendation(s)

Board members are asked to consider, endorse and contribute to the delivery of:

- (1) The Volunteering Strategy for Fife
- (2) The Action Plan for 2021-2024 in support of the above Strategy

Resource Implications

There are no additional resource implications – existing resources will be use from Fife Voluntary Action and across the Fife Partnership.

Legal & Risk Implications

No implications have been identified.

Impact Assessment

No assessment conducted – the Strategy and Action Plan sets out to be more inclusive by design, with a clear focus on those who are under-represented in volunteering.

Consultation

A multi-agency Strategy Implementation Group has developed the Strategy and Action Plan. Other volunteer involving organisations and volunteer managers were consulted during the development of both documents.

1.0 Background

- 1.1 This paper presents Board members with a proposed Volunteering Strategy and Action Plan for Fife. The Strategy itself is very brief and the Action Plan is focussed on activities between now and April 2024.
- 1.2 It has been developed in partnership with contributions from across Fife Partnership, led by Fife Voluntary Action. Promoting, supporting, and developing volunteering is one of FVA's three core purposes.
- 1.3 The proposed Strategy and Action Plan have been considered and agreed in principle by Fife's Communities and Wellbeing Partnership.
- 1.4 Fife has not had a dedicated volunteering strategy in recent years. There was a national volunteering strategy which came to an end in 2009.
- 1.4 In April 2019, the Scottish Government launched "Volunteering for All: national framework" with the following key objectives:
 - Set out clearly and in one place a coherent and compelling narrative for volunteering;
 - Define the key outcomes desired for volunteering in Scotland over the next ten years;
 - Identify the key data and evidence that will inform, indicate and drive performance at a national and local level; and
 - Enable informed debate and decision about the optimal combination of programmes, investments and interventions.
- 1.5 The framework was developed with support from an External Reference Group made up of a wide range of key representatives which included Paul Vaughan, Head of Communities and Neighbourhoods, Fife Council who represented SOLACE (Society of Local Authority Chief Executives) on the group.
- 1.6 An important part of the context for Fife is that the Fairer Fife Commission recognised that volunteering numbers in Fife were lower than in the rest of Scotland and recommended that the Partnership in Fife try to increase volunteering by an extra one million hours each year.
- 1.7 Volunteering plays a significant role across all communities and age groups in Fife. Scottish Household data is the best available data and it suggests that in excess of 80,000 adults regularly volunteer in Fife. Increasingly, children are being introduced to volunteering in school settings.
- 1.8 The majority of volunteering is what we call 'formal volunteering' where the volunteer is recruited, trained and supported by an established organisation, operating under a wide range of policies and procedures. 'Informal volunteering' at the other end of the volunteering spectrum is increasingly popular, due mostly to the flexibility and responsiveness it offers. This is sometimes considered to be 'neighbourliness', local people coalescing around a local need and working together to address the need.
- 1.9 The Covid pandemic saw a significant downturn in formal volunteering, as volunteers shielded, lockdown restrictions took effect and a lot of organisations had to stop or fundamentally change what they did to keep people safe. However, the pandemic saw informal volunteering increase dramatically, as people wanted to lend a helping hand where they could. Fife's resilience is largely down to the willingness of people to lend that helping hand.

2.0 Development of the Strategy and Action Plan

- 2.1 FVA established a Strategy Implementation Group in late 2019 to consider the framework and our local response. This group consisted of volunteer managers and co-ordinators, policy and partner colleagues from across the third and public sectors in Fife (volunteering is very limited in the private sector). Paul Vaughan was a member of this group.
- 2.2 We had representation from across the Partnership from multiple departments of Fife Council, NHS Fife, Fife Health and Social Care Partnership, Police Scotland and Skills Development Scotland.
- 2.3 The Strategy's vision is "for the Kingdom of Fife to be renowned for a culture of volunteering, where the benefits to individuals, communities and the economy are recognised and celebrated".
- 2.4 The Action Plan sets out 3 simple objectives (all of which have a commitment to diversity and inclusion):
 1. To increase the number of people volunteering in Fife - with a key emphasis on diversity and inclusion;
 2. To further develop the capacity of organisations to involve volunteers;
 3. To improve the volunteering experience for everyone involved.
- 2.5 Overall, the aim is to work in collaboration across Fife to support the development of high quality and inclusive volunteering opportunities which are accessible to all. This includes work to ensure a positive volunteering experience for all.
- 2.6 We will showcase and promote the value and impact of volunteering in Fife, including the sharing of volunteering stories that demonstrate the many benefits and enjoyment of volunteering, for beneficiaries, communities, and volunteers themselves.
- 2.7 These stories will shine a spotlight on the benefits of volunteering including improved mental and physical health, learning of new skills, reducing loneliness and isolation, improved employment prospects and for volunteers having a sense of belonging and feeling part of their community.

3.0 Implementation

- 3.1 Board members will recognise that the Strategy itself is rather brief and straightforward, but the Action Plan is more detailed and specific. FVA will take operational responsibility for managing and updating the Action Plan, liaising and communicating with partners, and supporting the delivery of most the actions.
- 3.2 FVA will lead on some actions, however some partners have already indicated actions that they are keen to support and progress, and in most cases, are consistent with their current or planned approach anyway.
- 3.3 Further meetings will be held to engage with partners over the coming weeks to firm up on some of the details and support that might be needed. The plan includes a breakdown of each activity with key tasks. Relevant partners will be invited to support delivery of each task as appropriate.

Partnership Oversight and Reporting

- 3.4 The multi-agency partnership group that developed the Strategy and Action Plan will continue to meet, at least twice per annum, to review progress on the Action Plan, consider environmental factors that might necessitate amendments and produce progress reports for submission to the Communities and Wellbeing Partnership.
- 3.5 Key performance indicators have been identified that will support FVA and partners to continually monitor progress and keep track of progress.
- 3.6 One of the big challenges we will face is evidencing increases in numbers when we're talking about tens of thousands of people contributing hundreds of thousands of hours across thousands of organisations. It is a tall order, but you will see from the Action Plan that we have various actions that will help us to track and monitor progress, including trends.
- 3.7 Fife Council's research and statistical experts will work us to ensure we make best use of all available data, work on approaches to compensate for data gaps and have effective ways of measuring progress and impact. A wide range of options will be considered including, but not limited to, proxy measures and opinion polling.
- 3.8 Developments and performance will be communicated through reports from the Communities and Wellbeing Partnership to the Fife Partnership Board or through the emerging leadership structure for the refreshed Plan for Fife.

Review

- 3.9 It is proposed that the Strategy be reviewed and refreshed where appropriate late 2023/early 2024 and a new Action Plan be developed for April 2024 onwards.
- 3.10 The refreshed Strategy and new Action Plan will be submitted for approval through the relevant Partnership structure in force at that time.

List of Appendices

- 1. Proposed Volunteering Strategy for Fife*
- 2. Draft Volunteering Strategy Action Plan 2021-24*

* Please note – the appended documents have yet to be 'designed'. The only proposed changes (subject to Board decisions) will be in layout and design.

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Volunteering Strategy

Background

With a population of approx. 370,000, Fife is the third largest local authority area in Scotland by population. Fife aligns with national averages in most community planning measures e.g. employment rates, household income and mental/physical health outcomes. One area where we fall slightly below the national average is volunteering participation. Scottish Household Survey (2018) figures show that 23% of Fifiers volunteer compared to 26% nationally. What we know is that Fife provides fantastic opportunities for volunteers, and that individuals wishing to volunteer have access to a large and varied range of opportunities. Our innovative and evolving economy coupled with several iconic tourist destinations provides the ideal setting for people to be active in their communities.

Many volunteer involving organisations (VIOs) implement volunteering strategies to increase numbers, shape service delivery and articulate their commitment to volunteering over a specific period e.g. 3 or 5 years. In Fife, we're taking a region-wide approach, with all community planning partners contributing to the delivery of this strategy and accompanying action plan. Our collective aim is to drive up participation and help Fife to match and exceed national averages, and ensure volunteering is at the heart of policy, planning and service delivery.

Volunteering for All (the Scottish Government's outcome framework for volunteering) sets a useful national narrative and has proved useful in shaping this strategy and accompanying action plan. Much of the data and findings in the framework, helped us to identify local priorities.

This strategy will provide a framework for all VIOs in Fife (third sector, public and, where appropriate, private sector) to enable effective, consistent approaches in the promotion and development of volunteering.

While we recognise that informal volunteering plays a crucial role in shaping Fife's communities, this strategy relates mainly to formal volunteering (where people are officially affiliated with organisations and carry out pre-planned roles). There's more information on informal volunteering in the glossary section below.

The Fife Policy Context

The Plan4Fife sets a clear framework for improving the lives of people in Fife; putting citizens at the heart of service planning and delivery and giving them choice over their future. Fife's biggest asset is its people. With an adult population of more than 300,000, we have the resources required to do more with and for the people of Fife.

We know from research by the Fairer Fife Commission in 2015 that if 35,000 more people in Fife volunteered, an extra million volunteering hours would be donated, providing substantial benefits to the people and communities of Fife. This strategy aims to build on the work carried out by the Fairer Fife Commission, helping to unlock this 'untapped resource' and ultimately make Fife one of the best local authorities in Scotland to live, work and study. We know that volunteering can be transformational for people, both individually and collectively.

Against a backdrop of challenging times for public services, volunteering plays a crucial role in building community cohesion, so it's our role to allow volunteering to happen for as many people as possible, which in turn will create a Fairer Fife.

While the Community Planning Partnership have written and implemented this strategy, it belongs to the people of Fife.

Vision Statement

"Our vision is for the Kingdom of Fife to be renowned for a culture of volunteering, where the benefits to individuals, communities and the economy are recognised and celebrated."

To realise this vision, community planning partners will work collaboratively to achieve the following three strategic objectives:

Objective 1: To increase the number of people volunteering in Fife

Objective 2: To further develop the capacity of organisations to involve volunteers

Objective 3: To improve the volunteering experience for everyone involved

To deliver these objectives, a detailed action plan with a clear breakdown of activities and indicators will determine how the desired outcomes will be achieved. Community Planning Partners will be responsible for the promotion and implementation of the Action Plan, with regular review and progress updates fed back to the Strategy Implementation Group.

Glossary

Volunteer involving organisation (VIO) – Any organisation that engages volunteers to support service delivery.

Plan4Fife – The Local Outcome Improvement Plan produced by the Community Planning Partnership, which sets out Fife’s strategic priorities for the period 2017 – 2027.

CLD Plan – The Community Learning and Development Plan which sets out adult learning, youth work and community development outcomes for Fife. The current plan operates over a three-year period (2018-2021).

Scottish Household Survey (SHS) – The Scottish Household Survey (SHS) is a continuous survey based on a random sample of the general population in private residences in Scotland. Questions are asked face-to-face by an interviewer in homes all over Scotland. There are several questions related specifically to volunteering contained within the survey.

Community Planning - Community Planning aims to improve the connection between all the tiers of Government and wider society work through partnership working to jointly deliver better outcomes for everyone. Community plans identify long-term priorities for improving the social, economic and environmental well-being of districts and the people who live there.

Community Planning Partnerships have been established in each district comprising the council, statutory bodies, agencies and the wider community, including the third sector. The partners will develop and implement a shared plan for promoting the well-being of an area, improving community cohesion and the quality of life for all citizens.

Volunteering for All

This is the Scottish Government’s outcome framework document which was released in 2019 and clearly defines the desired outcomes for volunteering over the next ten years.

Informal volunteering

The term informal volunteering refers to forms of volunteering that aren’t co-ordinated or managed by an organisation but are still for the benefit of the community (and not just for immediate family members). This can often be unplanned and responsive in nature.

Examples of informal volunteering include:

- Running errands for elderly or isolated neighbours;
- Helping neighbours/the wider community during adverse weather conditions;
- Providing lifts to appointments;
- Clearing up community spaces e.g. walkways, greenspaces, beaches.

Informal volunteering plays a crucial role in communities, and often the activities go unnoticed. The nature of informal volunteering means that it’s very difficult to quantify or benchmark. This strategy relates specifically to formal volunteering but acknowledges the impact informal volunteering (or ‘neighbourliness’ as defined in Volunteering for All) has on the people and communities of Fife. The measures we will put in place and the results we hope to achieve all relate specifically to formal volunteering.

DRAFT Volunteering Action Plan for Fife 2021-24

Vision Statement

“Our vision is for the Kingdom of Fife to be renowned for a culture of volunteering, where the benefits to individuals, communities and the economy are recognised and celebrated”

Volunteering Action Plan for Fife 2021-24

Objective 1: To increase the number of people volunteering in Fife				
Activities	Note of Interest (Lead Partner)	Note of Interest (to support activity)	Success indicators	Notes
Establish 'Fife50' – an online database system for VIOs to record volunteering data	FVA	All VIO Partners	<ul style="list-style-type: none">• 50 plus organisations signed up and actively participating in Fife50• 50 plus organisations input data• Benchmark data and track progress / trends• Database reports	<ul style="list-style-type: none">• Research, create and establish database for capturing volunteering data for Fife 50 partners• Agree data to be collated• Agree criteria and invite partners• Send out guidance and provide training for VIOs using database• VIOs track, monitor, and record volunteering participation• Evaluate and review expansion of database to other partners• Include VIO's impacted by the pandemic (those who stopped or reduced volunteer recruitment/engagement) and from target

				areas (SIMD 20% most deprived areas in Fife)
Work with and support VIO's to improve connections and opportunities for people living in SIMD 20% most deprived areas in Fife	FVA	Fife Gingerbread Fife Carers Youth 1 st Families First St Andrews Police Scotland NHS Fife	<ul style="list-style-type: none"> • Statistical evidence from sources such as Scottish Household Survey and KnowFife • Run report from database from VIO's in target areas • Case studies of good practice 	<ul style="list-style-type: none"> • Gather existing data on numbers currently volunteering and number of hours volunteering from target groups • Work with VIO's to identify target groups that have low volunteering participation and those facing multiple barriers to actively participate in volunteering, including those from protected groups • Work with VIO's to identify and address barriers that prevent people volunteering, including development of best practice guidance and resources • Work with VIO's to capture successes with supporting people to overcome barriers and access to volunteering – share and promote examples and disseminate learning • Work with VIO's to track how people heard about volunteering to learn what works to inform future targeted promotion of opportunities
Public Sector partners to promote and support Employer Supported Volunteering	Fife Council and CARF	FVA Police Scotland NHS Fife DWP SDS	<ul style="list-style-type: none"> • Number of employees participating • Number of hours contributed • Evaluation from employees and community beneficiaries 	<ul style="list-style-type: none"> • Develop generic guidance to promote and support Employer Supported Volunteering • Pilot staff volunteering programmes activities • Evaluate programmes and showcase findings to promote benefits (health, wellbeing, and employability) • Offer support for new initiatives • Establish opportunities for peer learning between partners

Co-ordinated advertising campaign/ recruitment drive	FVA and Fife Council	Police Scotland NHS Fife SDS NatureScot DWP Scouts RVS Social Enterprise	<ul style="list-style-type: none"> • Number of activities and participation during volunteer's week • Social media posts – likes and retweets • Case studies • Feedback from VIO's on increase in volunteers • Feedback on campaign 	<ul style="list-style-type: none"> • Develop fife volunteering recruitment plan • Create central point for gathering and promoting volunteering events and opportunities in Fife • Capture range of activities across Fife during volunteer's week and as part of other campaigns • Develop recruitment campaigns building on the successes of volunteers' week • Deliver volunteer recruitment events • Develop targeted marketing and engagement with prospective volunteers from protected groups • Promotion and development of guidance to support more people into Board/Trustee roles • Create videos, case studies and blogs to promote volunteering and benefits of volunteering • Explore opportunities to reach new audiences, including public sector workers
Support people to enter volunteering through participation in Step into Volunteering Training and through accessing training and learning opportunities	FVA	Fife Council	<ul style="list-style-type: none"> • Numbers participating in training • Bank of volunteers who are volunteer ready • Numbers starting volunteering • Feedback from volunteers 	<ul style="list-style-type: none"> • Pilot and launch Step into Volunteering Training (June 21) • Promote training and ensure FC funded organisations are aware and engaged • Create additional training modules based on need (Aug 21 onwards) • Bespoke training delivered for target groups (employability, young people etc) • Promote other training and learning opportunities

Provide tailored and holistic support for people wanting to volunteer to improve employability and securing employment	FVA	CARF Fife Council DWP SDS Social Enterprise	<ul style="list-style-type: none"> Number of people entering volunteering and employment Number of people reporting increased skills 	<ul style="list-style-type: none"> Provide one to one bespoke support for those who wish to secure positive outcomes in employment through volunteering Volunteer record of trainings attended and achievements – link to potential Fife volunteer award
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Objective 2: To further develop the capacity of organisations to involve volunteers

Activities	Note of Interest (Lead Partner)	Note of Interest (to support activity)	Success indicators	Notes
VIOs are supported to create high quality and inclusive opportunities that attract volunteers from under-represented groups and people from protected groups who experience disadvantage and/or barriers to volunteering	FVA and Fife Centre for Equalities	Fife Gingerbread Fife Carers Youth 1 st Families First St Andrews Fife Council	<ul style="list-style-type: none"> Track opportunities through database Equality monitoring reporting Diversity/background - collation of equality data on people volunteering from target areas Case studies on inclusion and diversity in volunteering Volunteers report that volunteering is meaningful, inclusive, and safe and they are recognised and enabled 	<ul style="list-style-type: none"> Build links / collaborations with organisations working with target groups, for example faith groups, young people Deliver sessions on inclusion in volunteering and the principles of volunteering for VIO's to support the recruitment of a diverse range of volunteers and providing appropriate support for volunteers with communication support needs. Invite relevant stakeholders to present Provide cultural awareness and diversity information sessions for VIO's Working group of VIO's to focus on inclusion in volunteering - sharing best practice, toolkits, resources, and guidance to address barriers, for example cultural, language, financial, being on benefits etc

				<ul style="list-style-type: none"> Working group develop inclusion strategy and guidance on Human Rights approach to volunteering Further promotion of benefits of inclusive volunteering as part of a campaign Host recruitment fayres, providing platform for VIO's to share opportunities and improve reach Explore potential for VIO's Fife Inclusion Award / Recognition
Establish network of VIO's across Fife to create space for peer support, shared learning, and good practice	FVA and Fife Council	Fife Gingerbread Fife Carers Youth 1 st Families First St Andrews	<ul style="list-style-type: none"> Numbers participating Number of sessions Reports of change from VIO's Number of VIO'S asking for support and record of peer activities 	<ul style="list-style-type: none"> Invite organisations receiving a FC grant to become part of volunteer managers forum and other newly established VIO forums, for example FVA befriending forum Development of volunteer managers forum and support creation of subgroups focusing on specific themes and topics Establish new networks through participation at volunteers' managers training Bring VIO's together for annual learning/best practice event (Capturing the Change) Volunteer managers /co-ordinators share best practice, learning and support through attendance at forums and including information in volunteering bulletins
VIO's are supported to deliver volunteer services to better meet the needs of their communities they serve, including the delivery of new volunteering projects	FVA	Fife Gingerbread Fife Carers Youth 1 st Families First St Andrews	<ul style="list-style-type: none"> VIO's report on new services and increased capacity VIO'S case studies Increase in opportunities listed on the FVA website 	<ul style="list-style-type: none"> Share and gather information on need and identified gaps through participation at local community meetings, networks, and forums Support and guidance for VIO's on setting up new volunteer services and developing

				<p>existing projects that are responding to need</p> <ul style="list-style-type: none"> • Share information and support with accessing and applying for funding opportunities. Standard agenda item at forum meetings and invite funders to meetings and events • Training and workshops on sustainability and capacity building
Provide learning and development materials, and a range of training courses for volunteer managers/co-ordinators	FVA		<ul style="list-style-type: none"> • Number of requests for learning and development opportunities • Participation at trainings • Number of trainings provided 	<ul style="list-style-type: none"> • Deliver a range of training courses for volunteer managers based on need • Promote opportunities for learning and development • Share, and if required, develop resources to support learning and development • Include learning and development as standard agenda item at forum meetings
Provide generic volunteer readiness training – and additional, optional training - to make it easier and quicker for VIOs to start volunteers	FVA	Fife Gingerbread Fife Carers Youth 1 st Families First St Andrews	<ul style="list-style-type: none"> • Number of participants attending training • Participants entering volunteering • VIO's reports on number of their volunteers who attended training 	<ul style="list-style-type: none"> • Deliver Step into Volunteering training and Venture into volunteering workshops • Follow on support for participants to start volunteering, including identifying and providing additional training and support opportunities • Work closely with VIO's to support a smooth process for participants to start volunteering

Objective 3: To improve the volunteering experience for everyone involved				
Activities	Note of Interest (Lead Partner)	Note of Interest (to support activity)	Success indicators	Notes
Volunteers achieve accreditation, recognition and personal development as part of their volunteering	Fife Council and FVA	NHS Fife	<ul style="list-style-type: none"> • More qualifications offered/achieved e.g. Adult Achievement Award/SQA • Record of volunteer achievements 	<ul style="list-style-type: none"> • Volunteer certificate after completing Step into Volunteering training • Support and promote saltire and Duke of Edinburgh Awards etc • Develop online journal for volunteers to capture achievement of personal goals and training • Possible digital platform to record achievements and recognition / document core transferrable skills • Establish Fife volunteer award (25 plus) (hours, activities, events, achievement targets) • Support to maintain a record of trainings and qualifications
Develop an effective digital platform, where people can view volunteering opportunities and volunteers themselves can access training and support	FVA		<ul style="list-style-type: none"> • Online system is functional and widely used 	<ul style="list-style-type: none"> • Review current digital platform and make improvements • Promote all current and active volunteer opportunities • Include and promote e-learning and training opportunities
Provide resources and support to VIO's to ensure opportunities are structured, safe and properly resourced	FVA and Fife Council		<ul style="list-style-type: none"> • Case studies to demonstrate volunteers feel valued and part of organisation • Increase in the number of organisations achieving quality standards e.g. 	<ul style="list-style-type: none"> • Provide training and good practice guidance and resources for VIO's • VIOs achieve good score in governance healthcheck • Provide VIO's one to one bespoke support on policies and practice to

			Investing in Volunteers/Volunteer Friendly <ul style="list-style-type: none"> • Volunteer case studies 	help with identified gaps/development needs <ul style="list-style-type: none"> • Provide support to achieve Investing in Volunteer or Volunteer Friendly awards • Share and support with accessing funding opportunities
Pilot mentoring / peer support activities to support volunteers in their roles	Fife Gingerbread Fife Carers Youth 1 st Families First St Andrews	FVA	<ul style="list-style-type: none"> • Case studies on peer mentoring and support • Feedback from volunteers on volunteer experience 	<ul style="list-style-type: none"> • VIO's pilot peer mentoring/ ambassador programmes • Create VIO's forum on peer mentoring development • Provide guidance and resources on peer mentoring and support • Establish Trustee mentoring programme
Evaluate the experience of volunteers through the 'Fife 50' scheme and the digital platform for volunteers to ensure volunteering is transformational for people e.g., improved health/employability/social outcomes	FVA, NHS Fife and Fife Council	Fife Gingerbread Fife Carers Youth 1 st Families First St Andrews	<ul style="list-style-type: none"> • Surveys to capture outcomes • Volunteers follow up • Qualitative data • Analysis of data of both formal and informal volunteering 	<ul style="list-style-type: none"> • All partners and Fife 50 report on positive outcomes • Outcomes for volunteers captured and reported • Findings shared with all partners and VIO's • Agree next steps to improve based on findings • Improve awareness through sharing lived experienced stories
Ensure organisations are equipped to deal with difficult volunteer situations by providing resources and support	FVA		<ul style="list-style-type: none"> • Reports on increased volunteer retention • VIO's report on situations 	<ul style="list-style-type: none"> • Guidance and training provided on how to manage difficult situations / conversations • Workers have access to peer forums and networks to share challenges and seek solutions/support • FVA support with complaints, issues, and challenges if required

				<ul style="list-style-type: none"> • Presence within organisations when support is required
Produce regular state of volunteering reports and use data gathered in aforementioned activities to report on progress and influence policy and practice	FVA, Fife Council and NHS Fife	All partners	<ul style="list-style-type: none"> • Annual report on trends, evaluations, shared learning etc. based on Fife 50, digital platform, forums, networks, and other data sources • Participation on groups and record of outcomes • Record of voices of volunteers informing and influencing decision makers and policy • Contributions to outcomes of National Performance Framework 	<ul style="list-style-type: none"> • Representation and Participation on Scottish Government and national policy and strategic volunteering groups and forums (representing volunteering in Fife) • Support to volunteers to participate and contribute • Presentation updates and changes to volunteers