

Fife Partnership Board

www.fife.gov.uk/committee/fifepartnership

Tuesday, 13 February, 2024 - 10.00 am

AGENDA

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| 1. APOLOGIES FOR ABSENCE | |
| 2. MINUTE – Minute of meeting of Fife Partnership Board of 21 November 2023 | 3 – 4 |
| 3. PRESENTATION FROM MINISTRY OF DEFENCE, LEUCHARS – Presentation by Susan Budd, Engagement & Community Support Officer | |
| 4. COMMUNITY WEALTH BUILDING – DEEP DIVE – Report by the Head of Business & Employability | 5 – 15 |
| • PRESENTATION OF LIFE CHANCES MODEL – Kirsty Martin, Service Manager, Employability & Employer Engagement | |
| 5. ANCHOR PROGRAMME AND STRATEGIC PLAN – Report by the Director of Public Health, NHS Fife | 16 – 37 |
| 6. DISCUSSION | |
| • What if the life chances model was developed on a Fife Partnership basis? | |
| • What if Fife had one digital portal offering which supported community benefit capture in individual procuring organisations? | |
| • What if we could jointly map our assets to support planning service delivery for places and reducing our carbon footprint? | |
| 7. NEW PARTNER MEMBER – SCOTTISH AMBULANCE SERVICE – Report by the Executive Director - Communitas | 38 – 41 |
| 8. FIFE'S UK SHARED PROSPERITY INVESTMENT PLAN – Report by the Executive Director, Place | 42 – 49 |
| 9. DATE OF NEXT MEETING – 21 May 2024 | |

Partners are reminded that should they have queries on the detail of a report they should, where possible, contact the report authors in advance of the meeting to seek clarification.



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6 February, 2024

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THE FIFE COUNCIL - FIFE PARTNERSHIP BOARD – REMOTE MEETING

21 November, 2023

10.00 am – 10.35 am

PRESENT: Councillors David Ross (Convener), David Alexander and Linda Erskine; Ken Gourlay, Chief Executive, Fife Council; Carol Potter, Chief Executive, Joy Tomlinson, Director of Public Health, Alistair Morris, Chair of NHS Fife Board, NHS Fife; Lisa Cooper, Head of Service, Primary & Preventative Care Services, Health and Social Care Partnership; Janet McQueen, DWP Partnership Manager, Department of Work & Pensions; Kenny Murphy, Chief Executive, Fife Voluntary Action; Jim Metcalfe, Principal, Fife College; Chief Superintendent Derek McEwan, Police Scotland and Kenneth Barbour, Area Commander, Scottish Fire & Rescue Service.

ATTENDING: Gordon Mole, Head of Business & Employability, Economy Planning and Employability Services; Coryn Barclay, Research Manager and Sinead O'Donnell, Policy and Delivery Manager, Communications & Engagement, Communities & Neighbourhoods; Stuart Booker, Quality Improvement Officer and Michelle Hyslop, Committee Officer, Committee Services.

APOLOGY FOR ABSENCE: David Crawford, Chair, Fife College.

36. MINUTE

The Board considered the minute of the Fife Partnership Board Meeting of 17 August 2023.

Decision

The Board agreed to approve the minute.

37. FIFE'S UK SHARED PROSPERITY INVESTMENT PLAN GOVERNANCE UPDATE

The Board considered a report by the Head of Business and Employability updating partners on the governance arrangements for Fife's UKSFP Investment Plan.

Decision

The Board considered and endorsed the governance arrangements for Fife's UKSPF Investment Plan.

38. CHILDREN'S SERVICES PLAN 2023-26

The Board considered a report by the Chair of Children in Fife which presented the Fife's Children's Services Plan for 2023-2026, The plan would be the basis for contributing to the delivery of the Plan for Fife which is focused on improving

the outcomes and experiences of children, young people and families across Fife.

Decision

The Board: -

- (1) endorsed the Fife Children's Services Plan 2023-2026; and
- (2) agreed that the Fife Partnership Board would review and approve any future updates to the Fife Children's Services Plan and the Fife Children's Services Annual Report.

39. PLAN FOR FIFE – ANNUAL REVIEW OF PRIORITIES AND AMBITIONS

The Board considered a report by the Executive Director - Communities providing partners with a high level review of progress against the Plan for Fife priorities and ambitions to set out improvements to the monitoring approach.

Decision

The Board: -

- (1) considered the progress and challenges highlighted in the second review period which covered the period of 2022-2023; and
- (2) noted the plans to refine and improve the monitoring approach in 2024 as set out in section 3 of the report.

40. SCOTTISH ENTERPRISE POSITION STATEMENT - VERBAL UPDATE

The Board were briefed on the status of Scottish Enterprise attendance at future meetings of the board. Councillor Ross noted that he had written a letter to Adrian Gillespie, Chief Executive of Scottish Enterprise asking them to reconsider the decision for Scottish Enterprise's planned withdrawal from community planning partnership representation in Fife.

Decision

Councillor Ross agreed to circulate a copy of the letter that was written to Adrian Gillespie, Chief Executive (Scottish Enterprise) and the response received.

41. DATE OF NEXT MEETING

Decision

The next Board meeting would take place on 13 February 2024.

Fife Partnership Board

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Agenda Item No. 4

13th February 2024

Community Wealth Building – Deep Dive

Report by: Carol Connolly, Executive Director, Place Directorate, Fife Council

Purpose

The purpose of this report is to take a deeper dive into Fife's response to the Recovery & Renewal priority of Community Wealth Building (CWB) as set out in the 2021-2024 Plan and to support partnership discussion on key issues and opportunities for scaling or collaboration across anchor organisations which will implement CWB reform ambition.

Recommendations

That Fife Partnership Board:

1. Note and comment on progress and the key issues identified in embedding CWB policy and practice across the partner organisations;
2. Discuss opportunities to support implementation, partner collaboration, scaling of initiatives set out section 3.0 and;
3. Remit the Recovery & Renewal Leadership Board to develop Fife Council's Life Chances Model to employability and progressive public sector recruitment on a partnership basis as set out in section 4.0.

Resource Implications

None at this stage. A full time Community Wealth Building Project manager begins in post in March 2024 to support further development activity both in Fife Council and on behalf of Fife Partnership collaborative activity.

Consultation

The Recovery and Renewal Leadership Group has been consulted on the approach to introduce a 'deeper dive' theme focus on the priorities set out in the Plan as part of developing the work programme for Fife Partnership Board. The CWB Support Group is supportive of the approach and direction of travel set out in this report. To

encourage more integration across priority themes, leads for Tackling Poverty, Climate and Economic Recovery were also consulted in the preparation of this report.

1.0 Background

- 1.1 This report on Community Wealth Building (CWB) presents the first ‘deeper dive’ theme focus into the priorities set out in the Recovery and Reform Plan 2021-2024. Future meetings of Fife Partnership Board will consider the remaining priorities; Addressing the Climate Emergency, Leading Economic Recovery and Tackling Poverty and Preventing Crisis as part of the meeting cycle for 2024.
- 1.2 The purpose of the ‘deeper dive’ approach is to provide the opportunity for a sharper focus on agreed priorities, identify key issues, prompt debate, provide challenge and identify opportunities for collaboration and scaling.
- 1.3 Fife Partnership committed in the Recovery & Renewal Plan 2021 -2024 to deploy a CWB approach to reframing the development of our local economies and to improving communities and their overall well-being. It positioned CWB as the unifying approach to deliver the plan priorities and wider social and community benefits. Put simply, CWB is focused on growing our local economy to ensure more wealth is generated, circulated and retained in communities for the benefit of all.
- 1.3 In practice, this means anchor organisations in Fife using their economic levers to better support local economies by exerting their influence through their commissioning and purchasing of goods and services, through their workforce and employment capacity and by creative use of their facilities and land assets. Positive use of these aspects can affect social, economic and environmental change in a locality and support tackling poverty, promoting social justice and opportunities for all as part of a wellbeing economy.
- 1.4 The CWB Support Group of anchor organisations was established in 2021 to lead and drive action in host partner organisations and to identify areas for collaboration which would support scale and impact of CWB activity. The remainder of this report presents a brief overview of activity, identifies key issues and a spotlights a Fife Council initiative which could be scaled across anchor organisations.
- 1.5 The Fife CWB programme is also connected to other CWB initiatives nationally through the Centre for Local Economic Strategies-led CWB community of practice and representation on the CWB Bill Drafting Group for Scottish Government. Regionally, CWB activity forms part of the Regional Prosperity Framework for Edinburgh and South East Scotland and will feature more prominently in the forthcoming refreshed Tay Cities Regional Economic Strategy, due to be updated in 2024.

2.0 Overview of Activity, Progress and Key Issues

- 2.1 The policy landscape at both local and national levels is aligning; the National Strategy for Economic Transformation aims to hard-wire in CWB as part of a wellbeing economy, the City Region Deal approach and national planning reform (NPF4) together with NHS Scotland strategy direction all require the rewriting of

conventional approaches to shift policy and practice to implement CWB. Our own Leadership Summit exercise in 2022 sought to consider the system redesign required across public bodies to implement CWB.

- 2.2 In 2023 the Scottish Government undertook a consultation exercise on the need to introduce CWB legislation which would place a duty on public bodies and Community Planning Partnerships to embed the CWB model of economic delivery in corporate plans and strategies and to deliver a collective place based approach to community wealth building. If the Bill progresses it is expected in 2025. Fife is already committed to CWB on a partnership basis and is considered pioneering in Scotland. Further information on the consultation and a summary report of responses can be found [Community wealth building consultation - Scottish Government consultations - Citizen Space](#)

Progress – Policy Mandate

- 2.3 The CWB Support Group developed a CWB Anchor Charter which each partner organisation has since adopted. (See *Appendix 1 – Anchor Charter*). The anchor charter commits to long term collaboration to deliver a CWB approach to the development of our local economy and environment which is inclusive and achieves wider social benefits, environmental sustainability and prosperity for all via a well-being economy. The charter sets out the type of activity organisations are expected to undertake across each pillar of CWB activity: Spending, Workforce, Land and Property, Inclusive Ownership and Finance.
- 2.4 Fife Council adopted a CWB Policy Framework in April 2023 which reasserted the Council’s position on Community Wealth Building (CWB) as the primary guiding policy framework through which the organisation will align to deliver the economic, social, and environmental benefits set out in the Plan for Fife. It also remitted Heads of Service to review existing policy and practice, systems and processes against the CWB policy and to lead implementation and take any necessary action to redesign approaches.

Progress – Delivery Plan

- 2.5 The CWB Support Group developed a CWB partnership delivery plan covering the period March 2022 - March 2023. The ambition was to achieve greater scale and collective impact from public sector resources The delivery plan set the following eight outcomes:
1. Embedded CWB practice and culture in Fife
 2. Increased local procurement
 3. More Fife employers paying the Real Living Wage
 4. Increase in the number of social enterprises, co-operatives, and community owned businesses in Fife
 5. Increased recruitment from under-represented and deprived communities
 6. Greater availability of land and assets for productive community use
 7. Increased membership of Kingdom credit union and the (CDFI) in Fife
 8. Increased usage and value from community benefits clauses
- 2.6 Development activity in 2023 focused on pillars 1 and 2 of the CWB Framework: Spending and Workforce. The plan notes the benefits of a CWB approach are

longer-term and require sustained leadership to realise and that development work is required by anchor organisations to scope projects for implementation in their own organisation.

- 2.7 Progress has been made in awareness raising of the economic approach across partners, building a solid foundation in procurement, establishing some baselines for local spend, stronger approach to community benefits, developing supply chains and testing alternative approaches in recruitment. However, several issues also emerged which have inhibited more substantial reform.
- 2.8 The CWB Support Group identified the following issues to date:
- national procuring frameworks can limit local supplier options for partners,
 - a need for national community benefit / social value guidance,
 - difficulty establishing baselines for local spend, mapping assets, workforce profiling across all organisations
 - technical difficulties with differing property and asset systems and mapping capability
 - resourcing the development work required to scope projects and lead implementation in host organisations
- 2.9 The CWB Support Group has reviewed the 2023 delivery plan, and an updated plan will be published in March 2024. Building on the work in 2023, the focus over the next 12 months will be on pillars 3 and 4 - Land and Property and Inclusive Ownership agendas.

3.0 Opportunities

- 3.1 The CWB Support Group have identified and developed three key projects that open up new opportunities for strong anchor partner collaboration: progressive recruitment, a community project bank portal and a joint public asset register. A summary is set out below with a spotlight on the progressive recruitment opportunity at section 4.0.
- 3.2 **Community Project Bank:**
- 3.3 As part of the development of CWB, anchor organisations have recognised the benefits of decisions on spending in localities being locally developed and led. The development of a Fife Community Project Bank approach will enable local prioritisation of procurement-related activity (known as Community Benefit) and the matching of contract community benefit requirements to local projects.
- 3.4 Currently, community benefit considerations are considered on a case by case basis, through the East of Scotland Communities portal ([Homepage \(esescommunities.org\)](https://www.esescommunities.org)). Designed nationally, this provides a regional resource for community and voluntary sector organisations to share requests for support which can be matched to procurements within anchor organisations. NHS Scotland has also developed a Community Benefit Gateway Portal to achieve similar outcomes which NHS Fife are engaged with. [Overview - Community Benefit Gateway \(CBG\) - Procurement - Our organisation - Public Health Scotland](#). NHS Fife are currently

working in partnership with Fife Voluntary Action (FVA) to triage and match requests from community organisations in Fife.

- 3.5 A 'Fife Community Project Bank' would take this further: drawing on local intelligence, knowledge and ambitions and integrating local input, validation, and accountability for matching projects to procurements.
- 3.6 Community project banks are essentially lists of projects approved by local representative groups which support the ambition of local plans for place, and which would improve a local area e.g. schemes to promote health and wellbeing, green space and nature, pride in place, supporting the local economy, jobs and skills and capacity building for local organisations. Hard-wiring the community project bank and community validation into the procurement process will ensure maximum community benefit capture.
- 3.7 Fife Council is developing a pilot community project bank in one area committee geography – planned for South & West Fife – to test the opportunity, trial its effectiveness and develop and test internal process requirements.
- 3.8 There is the potential to build on and extend this pilot in 2024 to go beyond Fife Council and involve other anchor partners to provide a more representative test project for wider, scalable opportunities across Fife from 2025 onwards.
- 3.9 An evaluation of Fife's experience of the ESES portal, the NHS Scotland Community Benefit portal and partnering with FVA over 2023 can be used to further inform the development of a Fife solution which could support all anchor partners to deliver similar benefits from procurement contracts for communities.
- 3.8 **Joint Public Asset Register & Climate Action:**
- 3.9 The CWB Support Group and Addressing the Climate Emergency Board have work together to map the public assets of Fife Council and NHS Fife in the Kirkcaldy area. This was to open up opportunities for sharing assets, reducing climate impacts, maximising the use of vacant and derelict land and mitigating climate risks.
- 3.10 This work could be extended now to include other anchor partner assets and to provide an overview of all available assets in a place and their carbon footprint. Extending in this way would support shared climate and community wealth building aspirations to deliver better economic, social and environmental outcomes for communities across Fife from our land, property and assets.

4.0 Spotlight – Fife Council Life Chances Model

- 4.1 This progressive recruitment approach was developed in Fife Council in 2023 with the intention to take structural steps to reduce socio-economic disadvantage, tackle poverty and provide employment opportunities using the power of public resources and using the levers within the Council's sphere of influence.

- 4.2 The model is a deliberate and mainstream shift to a 'life chances' approach to the design of employability provision and into public sector recruitment via guaranteed interviews and ultimately guaranteed jobs. It focusses on supporting those with the greatest challenges in the labour market to progress into fair, sustainable work, enabling a step change in their own circumstances and supporting the local economy.
- 4.3 The approach involves linking employability programme participants to a paid for placement of thirteen weeks in Fife Council and officers are currently working towards commitment of a guaranteed interview for a mainstream core vacancy in Fife Council on successful completion of the placement and participants meeting the essential criteria.
- 4.4 This is modelled on the Fife Job Contract delivery programme, which has been operational since 2014 and has to date delivered 2,253 jobs across Fife. The Life Chances pilot started in June 2023 with placements provided by six Fife Council service areas; Waste Operations, Grounds Maintenance, Contact Centre, Matrix Fife, Home Care and in Housing Service with a total of 24 placement opportunities. Referrals for placements have been received from internally provided Fife Council employability services as well as from third sector employability partners to ensure opportunities are accessible for anyone on an employability pathway.
- 4.5 A workshop session in January 2024 with Council Directorates, Human Resources and Trade Union representatives explored the model, experience to date, funding requirements and considered any challenges relating to providing guaranteed interviews or guaranteed jobs, with a view to securing commitment to integrating this approach into the Council's mainstream recruitment policy and procedures, with agreement that the approach should progress to a guaranteed role outcome.
- 4.6 Research consistently tells us that the most effective intervention in tackling poverty and inequality is in securing employment. Despite a record low level of unemployment for Fife as a whole, there remains higher levels of unemployment in mid-Fife, a widening of the inequality gap and stubborn generational poverty and social problems impacting negatively on people and families. We also have a parallel issue regarding challenging recruitment with hard to fill posts and /or volume recruitment across Fife Council. Many of these posts are entry level opportunities but can provide career pathways in the organisation. The life chances model is contributing to providing solutions to both issues.
- 4.7 Wigan Council, Greater Manchester NHS Trust, Birmingham Primary Care Trust, and the Scottish Government have all introduced a CWB approach to mainstream vacancies via a redesigned approach to their recruitment practice and internal processes and tie-in to employability provision. An overview of the key elements across the various schemes is in (*Appendix 2 – Progressive Recruitment – Learning from Experience*)
- 4.8 The Life Chances Model provides an opportunity to support anchor organisations to deliver the same benefits and increase the scale and impact by developing employability led recruitment processes and testing with similar functions where there may be a locally employed workforce – e.g. this might include catering, cleaning and grounds maintenance.

5.0 Conclusion

- 5.1 The report present an overview of progress, the key issues identified in embedding CWB policy and practice across the partner organisations and presents opportunities for further discussion amongst Fife Partnership Board to support implementation, partner collaboration and scaling of initiatives.

Appendices

Appendix 1: CWB Anchor Charter

Appendix 2 – Progressive Recruitment – Learning from Experience

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Community Wealth Building – Fife Anchor Charter

Our economy should work for everyone.

We are committed to a thriving Fife for all communities.

Community wealth building provides some solutions.

Community wealth building is a people-centred approach to local economic development. It redirects wealth back into the local economy and puts control and benefits in the hands of local people.

Community wealth building uses the economic levers available to Anchor Institutions to develop resilient, inclusive local economies with more local spend and fair employment, as well as a larger and more diverse business base - ensuring that more of our wealth is owned locally and benefits local people.

Anchor Institutions are organisations that are rooted in places by their purpose, histories, land and assets, and established local relationships. We, as Fife's Anchor Institutions, have a powerful role to play to embed community wealth building practice in Fife. By increasing community wealth, all communities improve, wellbeing improves, and people thrive.

Anchor Charter Mission Statement

To commit to long term collaboration between Fife Anchor Institutions to reframe the development of our local economies and environments through a Community Wealth Building approach. We have a shared goal to deliver a more inclusive and sustainable approach to economic development, which achieves wider social benefits and promotes social justice, environmental sustainability, and prosperity for all as part of a wellbeing economy. This includes a commitment to take the necessary decisions and action in each anchor institution and to report on progress to Fife Partnership.

5 Pillars of Community Wealth Building – Our Anchor Pledges

| Pillar Purpose | Pillar Objective | Anchor Pledge |
|--|---|---|
| <p>Procurement</p> <p>We commit to using our spend to support a diverse local business base</p> | <p>Maximise economic, social and environmental benefit for the community by developing dense local supply chains comprising local small and medium sized enterprises (SMEs), employee-owned businesses, social enterprises, cooperatives and other community owned enterprises.</p> | <ul style="list-style-type: none"> • Commit to undertaking supply chain and spend analysis and working towards increasing local spend wherever possible • Proactively engage with other anchor institutions to identify and progress joint procurement opportunities, while supporting local businesses to bid and respond to opportunities |
| <p>Fair Employment</p> <p>We commit to being a fair employer</p> | <p>Create fair and meaningful employment opportunities by recruiting from priority groups, paying the living wage and building progression routes for workers.</p> | <ul style="list-style-type: none"> • Work towards becoming a Living Wage Employer • Seek to recruit locally and from priority groups where appropriate, for example, young people, people with long-term health problems, people experiencing poverty • Commit to providing secure, safe employment, addressing gender pay imbalances and developing strategies for in-work progression and wellbeing support • Ensure workers are respected and have access to trade union membership. |
| Pillar Purpose | Pillar Objective | Anchor Pledge |
| <p>Land & Assets</p> <p>We commit to the productive use of our land and assets to support communities and enterprises</p> | <p>Anchors are often major land holders and can support equitable land development and ownership models, including the imaginative use of assets for community and wider social and economic use, and which help to address climate change</p> | <ul style="list-style-type: none"> • Commit to undertaking an asset review to identify opportunities for Community Wealth Building • Proactively support communities who wish to use or develop underutilised assets |

We commit to this Anchor Charter to deliver Community Wealth Building in Fife.

| <p>Financial Power</p> <p>We commit to harnessing and growing local wealth</p> | <p>Increase flows of investment within local economies by harnessing wealth that exists locally.</p> | <ul style="list-style-type: none"> • Seek to invest in environmentally sustainable local economic development opportunities • Support and promote progressive finance initiatives, including local credit unions • Encourage staff and service providers to shop locally and ethically, supporting 'Keep it Local' campaigns |
|---|---|---|
| <p>Plural Ownership</p> <p>We commit to supporting plural ownership of the economy</p> | <p>Advance inclusive economic ownership models such as local SMEs, employee-owned businesses, social enterprises, cooperatives, community enterprises and mutually owned companies and thus enable more wealth that is generated locally to stay within the community</p> | <ul style="list-style-type: none"> • Proactively engage with communities to co-produce local services and initiatives • Commit to involving local SMEs, employee-owned businesses, social enterprises, cooperatives and community owned enterprises in local supply chains |

Appendix 2 – Progressive Recruitment – Learning from Experience

Key elements of successful progressive recruitment approaches:

- ring-fencing core vacancies and mainstream posts to the 'life chances' model
- guaranteeing jobs for local people facing multiple barriers and most in need of employment assistance and undertaking employability programmes
- undertaking alternative recruitment practice e.g. fairs / community settings / open days / meet the cook / cleaner / porter / admin / adviser etc
- practical hands-on support to apply if there are digital access barriers
- rapid recruitment at fairs with on-the-spot offers
- informal marketing and targeted recruitment campaigns
- rewording job descriptions valuing personal qualities versus experience or qualification,
- flexibility in amending post hours to suit caring responsibilities
- on-going mentoring and access to coaching support
- confirmatory processes following 'probation' period up to 18 months post recruitment

Learning from Scottish Government

- The Scottish Government presented their model to the CWB Progressive Recruitment Sub-Group in January 2023 noting that in 18 months of operation they had enabled 67 people highly unlikely to ever secure a civil service post with career progression opportunities via conventional routes into employment in the Scottish Government.
- This approach was called Going Forward into Employment and included care experienced people and is part of a UK Government Civil Service Scheme. (See below for links to further learning from across the UK) [Going Forward into Employment Programme](#)
- Birmingham and Solihull Health and Social Care – Local Jobs for Our Communities - <http://www.bsolpeople.nhs.uk/>
- Greater Manchester Northern Care Alliance NHS Foundation Trust – Reserved Positions for Pre-Employment Programmes - [NHS: supporting those furthest from the labour market | CLES](#)

Fife Partnership Board

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Agenda Item No. 5

13th February 2024

Anchor Programme and Strategic Plan

Report by: Joy Tomlinson, Director of Public Health

Purpose

The purpose of this report is to provide Fife Partnership Board with an overview of the Anchor Programme and Strategic Plan for NHS Fife and Fife Health and Social Care Partnership

Recommendations

That Fife Partnership Board:

1. Review progress of the Anchors programme and note the guidance issued to NHS Boards
2. Note existing partnership working within Strategic plan
3. Consider opportunities for future collaboration

Resource Implications

The Anchors strategic plan does not have any direct cost implications. Actions within the plan are expected to be cost-neutral wherever possible.

Consultation

The Anchors Strategic Plan sets out the priorities of NHS Fife and Fife Health and Social Care Partnership. The draft plan has not been subject to external consultation.

1.0 Background

- 1.1 Anchor institutions are large organisations have an important presence in a place, usually through a combination of being large scale employers, the largest purchasers of goods and services in the locality, controlling large areas of land and/or having relatively fixed assets. They are called 'anchors' to reflect the deep roots within the communities they serve.
- 1.2 The Health Foundation's report into the role of the NHS as an anchor institution, [Building Healthier Communities](#), was published in August 2019 and underpins much of the thinking in relation to developing anchors work in Scotland.
- 1.3 The Scottish Government has an established an anchors workstream within the Place and Wellbeing programme, which has an ambition to strengthen the positive impact of NHS Boards on the health of their local population. The overall aim of this programme is to support health bodies (and at a later stage, social care) to be effective anchor institutions and to do this through procurement of goods and services, employment practices and through creative use of land and assets.
- 1.4 The anchors workstream also contributes to wider Scottish Government priorities and policy areas, including Net Zero, Child Poverty, Economic Transformation and the Wellbeing Economy. It is closely linked to community wealth-building and sustainability aims and strategies.
- 1.5 In April 2021, NHS Fife established an Anchor Institution Programme Board, chaired by the Chief Executive, with the aim of providing strategic leadership to the development of NHS Fife as a recognised Anchor Institution in order to support NHS Fife's key objective to continue to work to reduce poverty and inequality. In May 2022 the Portfolio Board agreed to establish an operational group to meet regularly to agree priorities and progress the action plan.
- 1.6 This year, guidance was provided to territorial Health Boards by Scottish Government requesting that their Annual Delivery plans include an anchors strategic plan. The expectation was this should set out:
 - *How you are currently working in partnership, or intend to work in partnership, with other local anchors to progress your plan and/or develop joint plans; you should make specific reference to engagement with your Local Employability Partnership(s) and Community Planning Partnership(s).*
 - *The actions you have taken and/or plan to take to:*
 - *maximise local, progressive procurement of goods and services.*
 - *provide fair work opportunities for new employment and for existing staff.*
 - *use and/or dispose of your land and assets for the benefit of the local community and local economy.*
 - *The governance arrangements within the NHS Board to progress your Anchors Strategic Plan.*
- 1.7 Additional guidance was issued to NHS Boards in November 2023, with metrics which they were asked to use to complete a baseline that would help measure impact at a local level. Boards have been asked to complete and return this to Scottish Government by the end of March 2024.

2.0 Context

- 2.1 Our approach is to follow the themes set out by the Health Foundation: purchasing more locally for social benefit, widening access to quality work, using buildings and spaces to support communities, reducing environmental impact, working more closely with local partners. An initial baseline self-assessment against each of these themes was completed in 2021 which helped to identify areas for improvement.
- 2.2 An Operational Group was established to develop the priorities which were then included in the Anchors Strategic Plan. This group worked with leaders within NHS Fife and Fife Health and Social Care partnership to review the original self-assessments. This process of self-assessment and review has been used to track progress as well as highlighting areas within the three focused Anchor dimensions which are harder to progress. The strategic plan has been prepared as a whole system approach for NHS Fife and Fife Health and Social Care Partnership.
- 2.3 Achievements of the last year towards our Anchor ambitions include achievement of Living Wage accreditation. Following the third and final round of engagement with applicable contractors, our application to the Living Wage Foundation was submitted on the 31st July 2023. Discussions with the Living Wage Foundation progressed well, and accreditation was achieved in August 2023.
- 2.4 The Anchors strategic plan highlights areas of joint working within Fife. One example is the Community Benefits Portal which has been developed in partnership with Fife Voluntary Action (FVA) to facilitate more diverse and a greater number of community benefit bids from the local communities of Fife.
- 2.5 Fife's Food for Fife Strategy is also highlighted within the Anchors plan. The Food for Fife Partnership were responsible for development of the strategy and membership includes NHS Fife, Fife Health and Social Care Partnership, Fife Council, St Andrews University, Fife College, local Voluntary sector organisations and the local food and drink sector. The vision sums up the ambition to create a healthy, sustainable and local food system that is thriving by 2030. More information on the detail contained in the strategy and action plans can be found [Food for Fife](#).
- 2.5 NHS Fife has launched a new Greenspace Strategy which aims to identify the areas where we could encourage local access to our green spaces within a number of key themed areas in line with our Anchor objectives. This Strategy is built on a digital mapping system which has identified that 62% of our estate is greenspace. The Property and Asset Management Strategy (PAMS) is also being developed in line with our Anchor objectives and was taken to the Board in September 2023.
- 2.6 Under the Widening Access to Quality Work theme, our focus is on building on our employability activity to enhance our ability to attract members of our local communities to commence their employment within NHS Fife and Fife Health and Social Care Partnership. In collaboration with Fife College, the Nursing Practice Education and Professional Development team have consolidated our initial Modern Apprenticeship Programme for Healthcare Support Workers. This commenced in January 2023 for a first cohort of 22 into a rolling programme of up to three cohorts a year for 20-25 places.

3.0 Conclusion

- 3.1 We recognise that this programme is building on many pre-existing areas of partnership working and is not happening in isolation. However, the Anchor approach is providing a measurable framework for NHS Fife and Fife Health and Social Care Partnership in delivering on the NHS's community wealth-building and net zero agendas. By taking deliberate decisions to support disadvantaged local people, to procure goods and services locally where possible, and to ensure their assets are best used to the advantage of the local community, the NHS and other large organisations can function as anchor institutions and use their significant power to improve the lives of people in the communities they serve.

Appendix 1: Anchor Strategic Plan 2023-2028, NHS Fife and Fife Health & Social Care Partnership

Report Contacts:

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Fife Health
& Social Care
Partnership



Anchor Strategic Plan 2023–2028



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Executive summary

Building healthier communities in Fife

Welcome to the first Anchor Strategic Plan for NHS Fife and the Fife Health and Social Care Partnership (HSCP). Our services are rooted in Fife, and we are here through thick and thin, working within our communities. The differences in health and wellbeing across Fife are strongly related to poverty and these differences have become more marked since the pandemic. The first of our strategic priorities is a commitment that we will work to close the inequality gap, ensuring that all people in Fife can flourish.

Led by the work of the Health Foundation, it is now recognised more clearly that in addition to the services we provide, large Anchor organisations such as the NHS can bring additional social and economic value to the local populations where they are based. Specifically, there are opportunities through using procurement and spending power, workforce and training, and use of buildings and land for public benefit, which we can strengthen to influence and improve population health.

The recently published NHS Fife strategy, living well, working well and flourishing in Fife, contains a firm commitment to progress our Anchor ambitions. This plan sets out what NHS Fife and Fife HSCP will prioritise for action and how we will measure our progress. We are committed to collaboration with partner organisations in Fife, to maximise what we can do together in this place. It is a first step on a journey to embed an ethos and ongoing contribution to the wider wellbeing agenda across Fife with our public, third and voluntary sector and private sector partners.

Dr Joy Tomlinson
Director of Public Health
NHS Fife



Introduction

As a large organisation connected to our local area and community, we recognise that we can make a positive contribution as an anchor institution.

We said in our Population Health and Wellbeing Strategy that NHS Fife are committed to improving the health and wellbeing of our communities, improve the quality of health and care services we provide, improve our staff experience and wellbeing and deliver value and sustainability. Scan the QR code or visit nhsfife.org/strategy to read the strategy.

The Strategic Plan for Fife 2023 to 2026 sets out how health and social care services will evolve over the next three years and continues the journey to improve outcomes for the people of Fife, through the integration of health and social care. Scan the QR code or visit www.fifehealthandsocialcare.org.

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Background

The Health Foundation worked in partnership with the [Centre for Local Economic Strategies \(CLES\)](#) and [The Democracy Collaborative](#) to understand how NHS organisations act as anchor institutions in their local communities and can positively influence the social, economic and environmental conditions in an area to support healthy and prosperous people and communities. By working in partnership with the CLES and The Democracy Collaborative we now better understand how NHS organisations act as anchor institutions in their local communities and can positively influence the social, economic and environmental conditions in an area to support healthy and prosperous people and communities.

What makes an anchor institution?

NHS organisations are rooted in their communities. Through its size and scale, the NHS can positively contribute to local areas in many ways beyond providing health care.

As an anchor institution, the NHS influences the health and wellbeing of communities simply by being there. But by choosing to invest in and work with others locally and responsibly, the NHS can have an even greater impact on the wider factors that make us healthy.

Community Wealth Building

Community wealth building is a people-centered approach to local economic development to improve communities and their wellbeing, redirecting wealth back into the local economy, placing control and benefits into the hands of local people.

We know that if we concentrate on Scotland's Public Health Priorities, use our resources and by being an Anchor institution, we are pushing forward with Scotland's ambition of promoting a wellbeing economy. We are looking at our actions that can lessen inequalities, reduce child poverty and build wealth within our communities by having a firm focus on a "prevention" public health approach.



We employ people from local communities through fair and equitable employment practices and pay a living wage.



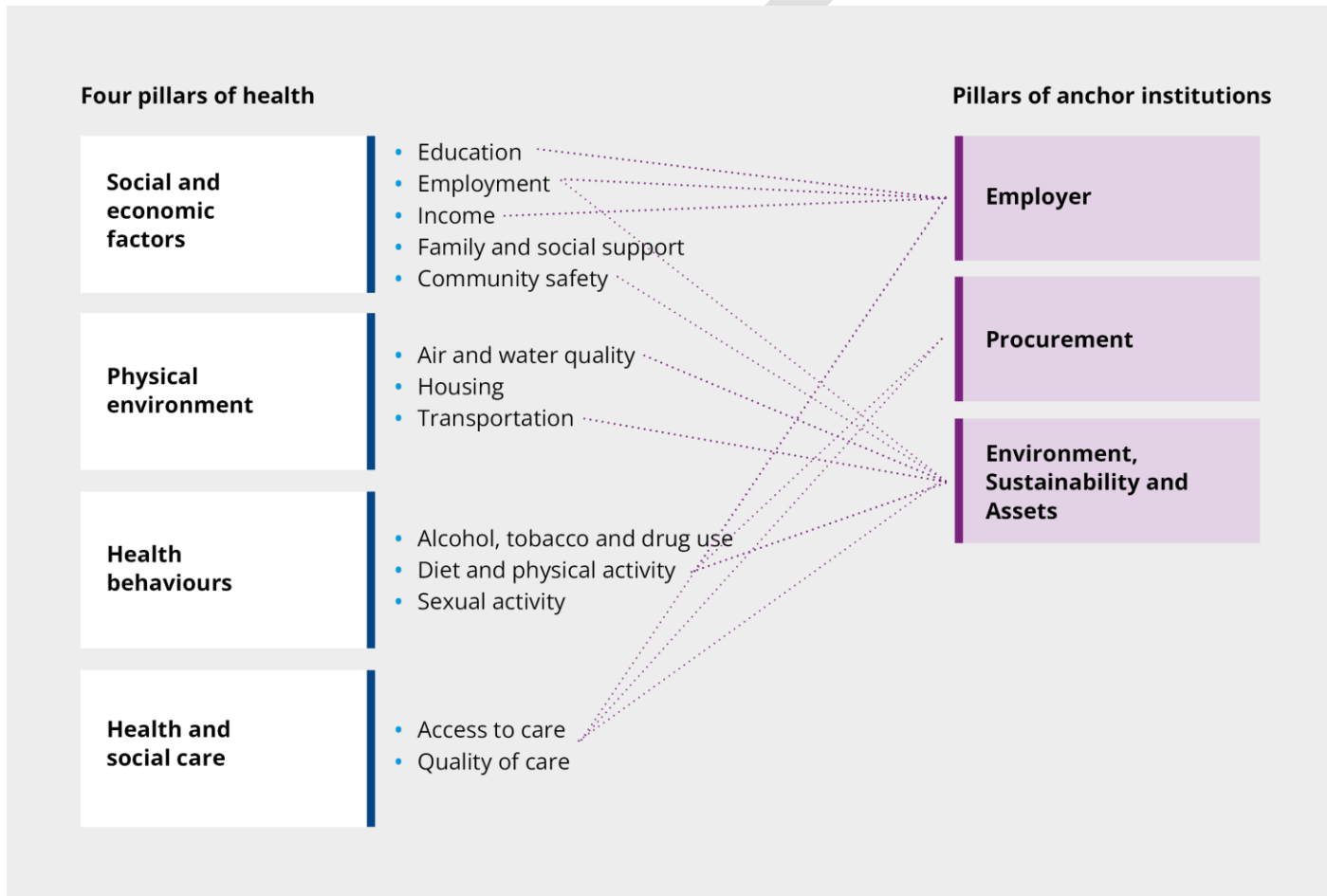
We use our land and buildings to support local communities and influencing health and wellbeing in education, housing and employment.



Purchasing goods and services locally where appropriate to support businesses in Fife.

Diagram 1 below shows how our Anchor work threads through all the 4 pillars of health; identifying factors that can influence how we stay healthy and how these link together.

Diagram 1: Influence of Anchor Institutions on pillars of health



Our focus through our Anchor work will be to continue taking positive steps to make this happen.

Fife as an Anchor Institution

As a large and well-established organisation, we are deeply rooted in the local community and understand that working together with our partners and local communities can help inject wealth back into our population within Fife, reduce health inequalities, and shape the health of our population. We can achieve this by sharing our resources and assets to maximize the wealth within our communities, influencing socio-economic determinants of health, providing fair employment opportunities, purchasing locally, using our procurement influences, and strengthening organisational and community partnerships.

As one of the largest employers in Fife, and a resource and service provider to a large proportion of people who live in Fife, we stand firm within our community. We recognise that we have always been an Anchor Institution with powerful relationships with other local partners and have been working on progressing Anchor ambitions since 2021. Therefore, have aligned our anchors work with existing strategies within NHS Fife, Fife Health and Social Care Partnership and external partners to continue to embed our anchor ambitions into future strategies. Diagram 2 demonstrates a timeline of NHS Fife’s Anchor journey.

We will continue to strengthen existing links and develop links with new partners and third sector agencies to better understand our communities and their needs. By engaging with them through community groups and working in collaboration we will pull on these priorities to make a real difference. Looking at our levers of influence will allow alignment initially with the three Anchor dimensions and our cross-cutting ambitions detailed in our Population Health and Wellbeing Strategy. We will include the other two dimensions in our future Anchor strategic plans.

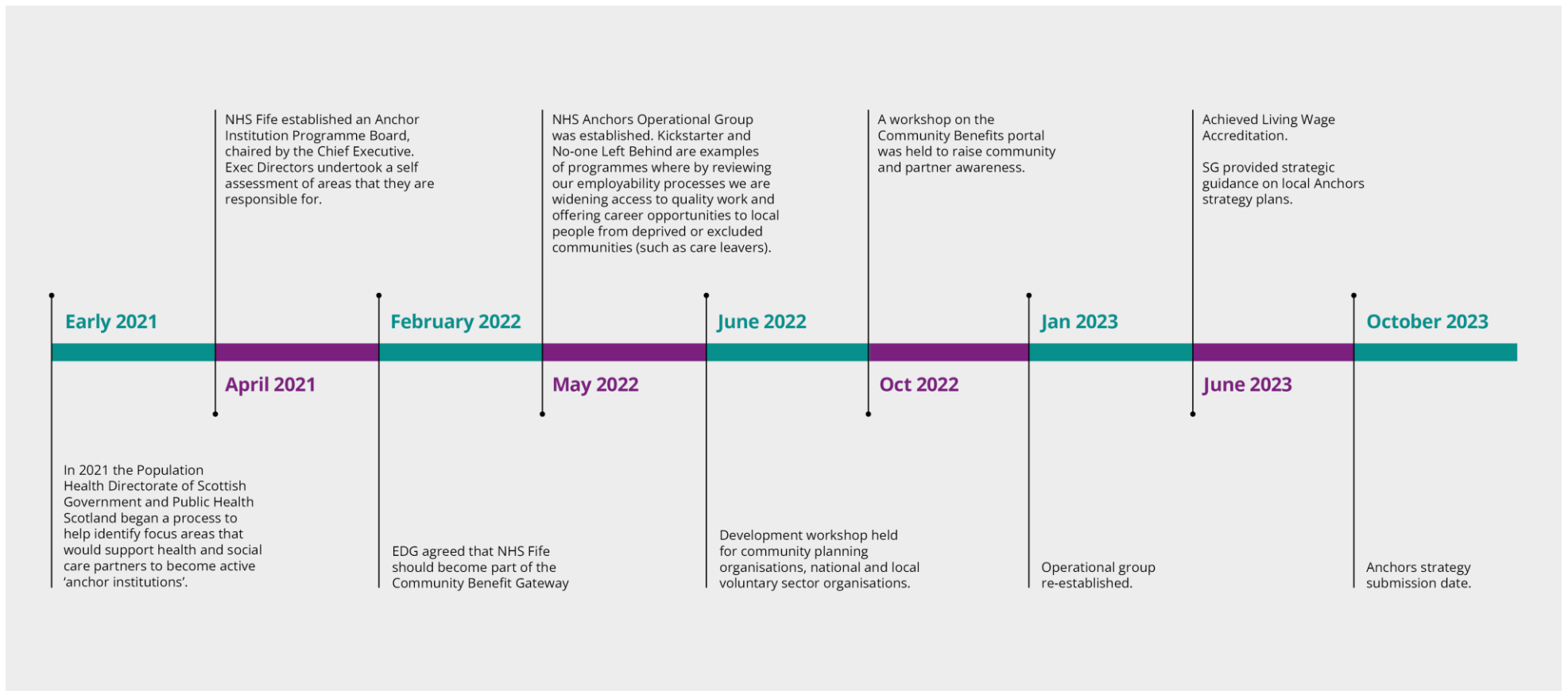
By working as an Anchor Institution we can have an impact on reducing health inequalities. Particularly through our policies and progressing with our ongoing Anchor ambitions for employability to offer fair meaningful jobs for all by paying the living wage, procurement and spend by buying and spending locally; supporting other local businesses to do the same; investing locally and encouraging others to do the same and using our land and assets for the common good of the local community.

Our ambitions will help to reduce poverty, improve population well-being, build wealth and invest in our local communities, bring our communities together and help address Scotland’s Public Health Priorities.

Anchor institution dimensions



Diagram 2: Timeline of programme



Food4Fife

Food is a basic human need. Fife produces some of the best food and drink in the world. The food sector supports and creates jobs the length and breadth of the Kingdom.

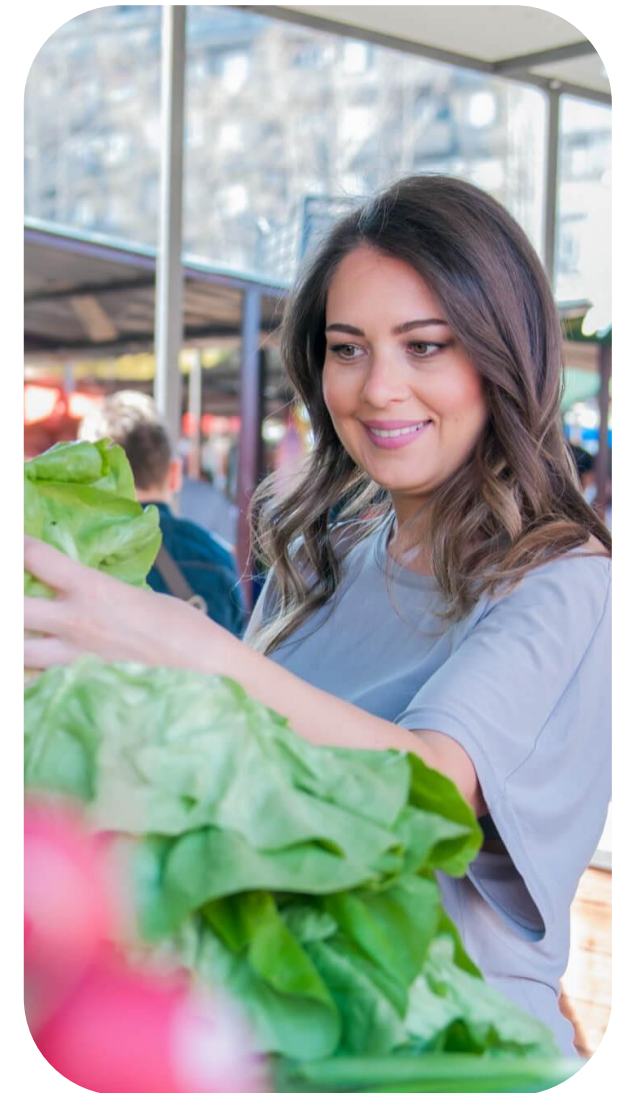
The people of Fife deserve to have access to the best produce Fife and Scotland has to offer, whether growing it themselves, buying it directly from local producers, choosing it at a retail outlet or being served it at school.

People increasingly want to know where their food has come from, who made it, the food miles involved, the environmental impact of its production and how it supports local jobs and communities. Increasing the ability to access locally produced food has enormous potential to enrich lives, improve diets, reduce and regenerate environmental damage and increase community wealth.

Our aim is to take steps to create a Fife that connects our communities to the ecosystems that support us and each other. To help us achieve this we have been working with Fife Council, Fife Environmental Partnership, Fife farmers and food businesses and Fife Community Climate Action Network, aiming to:

- Work to stop and prevent food insecurity for all by providing dignified, fair access to healthy affordable food.
- Grow food in Fife that is climate friendly and climate ready. This will reduce waste, redistribute excess, support “soil healthy” and biodiversity.
- Empower Fife’s food community and citizenship through communication and increased access to growing spaces, food skills and education.
- Use Fife’s public procurement for community wealth building, we will bring local food into our public buildings including schools, hospitals and learning institutions.
- Support local food producers and suppliers to create a food economy and culture that supports the living wage.
- Work in partnership across all parts of the food system, driving positive change through leadership and a Fife-wide food strategy.

Food4Fife plays an important part of NHS Fife’s ambitions to be an Anchor Institution, with particularly close links to our current priorities of sustainability, procurement and employability.



Anchor institution priorities

Employer

NHS Fife is committed to providing fair and equitable employment opportunities to all members of the community.

Employer Anchor Achievements:

- Achieved Living Wage Accreditation
- By working with our partners, a focus has been made on Modern Apprenticeship, both Foundation and Graduate Apprenticeships, including Healthcare Support Workers
- Employability activity continues and has been built on to attract all members of our communities including the harder to reach, this includes working with the Department of Work and Pensions to support their NHS Scotland Carer to Carpenter campaign in June 2023

NHS Fife ambitions are focused on promoting a range of career pathways and developing their workforce. The development and launch of a new leadership framework that emphasises compassionate leadership in an open, transparent, and nurturing culture will demonstrate NHS Fife's commitment to strengthen our focus on employability working towards NHS Fife becoming an exemplar employer. This will be achieved by committing to extending foundation apprenticeships into other areas within the organisation, allowing for a wider and more diverse workforce.

To support this, work will continue with NHS Fife Schools Engagement Network and Fife Council to promote NHS careers and consider recruitment adjustments to support entry-level access to job opportunities. Work with Fife Council and other partners will also continue with the development of employability through Progressive Recruitment and a Life Chances Approach for Fife, offering 13-week employment placements within NHS Fife.



Re-establishing links with the Developing the Young Workforce Fife Regional Board will strengthen the ambition to provide employment opportunities to young people.

Graphic design internship

Over the summer, our corporate communications service approached Fife College with a view to bringing in a graphic design intern. The internship, which was pitched at students from the college's HND visual communications course, resulted in numerous applicants of a very high standard being interviewed for the role.

Deni was appointed and joined the team for two months ahead of her continued studies at Duncan of Jordanstone College of Art and Design in Dundee. During her time with us, Deni worked closely with our experienced graphic designer, Jason, to enhance her existing design skills. She worked with specialist software to help create a variety of assets that were used by NHS Fife across various design projects, including conceptualising posters, creating eye-catching social media graphics, and learning more about the importance and impact of layout design, colour theory, and typography.

The internship was the first of its kind for our corporate communications service, but its success has ensured we will continue to work with Fife College to provide opportunities to local designers in future. Not only that, but the service will also be actively involved in the coming academic year, with members of the team being invited to speak to students as part of the HNC visual communications course.



Modern apprenticeship (MA) in pharmacy services

By working in partnership with NHS Lothian Pharmacy and Fife College we have been piloting a Modern Apprenticeship access qualification at SCQF L6. This qualification will aid the development of Pharmacy Support Workers to progress within their career and can also assist others within our communities to achieve entry qualifications that would support an application to become a Pre-Registration Trainee Pharmacy Technician.

We currently have eight staff within NHS Fife Pharmacy team enrolled, six undergoing a 10-week knowledge block course and two enrolled straight into the Modern Apprenticeship route.



Procurement

NHS Fife will help build wealth within our communities by using our purchasing power on goods and services to support and enhance community wealth building.

Procurement Anchor Achievements:

- A triage subsite for community benefits was developed by working in partnership with Fife Voluntary Action and Public Health
- By working in partnership with Fife Voluntary Action NHS Fife supported appropriate local community bids to be fed into the National Community Wealth Building Portal for matching

By recognising the value of achievements and the impact that can be made to community wealth building NHS Fife will strive to increase local, social enterprise and supported business spend in comparison to 2022/23. This will be achieved through a local review and supported by continuing to work closely with Fife Voluntary Action to raise awareness and promote the Local Community Wealth Building portal with suppliers to support the successful matching of bids.

NHS Fife will continue to consider and include community benefit clauses for all procurements of £50k and above. Consideration is being given to expanding the inclusion of community benefit clauses to all Public Contracts Scotland Quick Quotes (£15k+). This will widen the potential number of community benefits delivered and raise greater awareness of NHS Fife Anchor Institute ambitions with our suppliers.

To improve effectiveness, NHS Fife will develop the Procurement Officers wider understanding of the Boards Anchor Institution aims and ambitions, providing training to the team on community benefits, fair work practices and sustainable procurement practice. This will ensure better application of knowledge to future procurement activity and enabling engagement with our employees.



NHS Fife will continue to split suitable larger contracts into lots, potentially making them more manageable for smaller suppliers. This will encourage local small/medium sized enterprises, social enterprises and supported businesses to tender for future contracts. We will continue to encourage National Procurement to include “lots” where applicable during Commodity Advisory Panel meetings for any national contracts.

NHS Fife will continue to engage with local suppliers through attendance at local meet the buyer events and the P4H annual conference to communicate upcoming contract opportunities and encourage a wider number of local suppliers to tender for contracts with NHS Fife. The flow of funds within the local economy will continue to be supported by actively engaging with services and suppliers, resolving any order queries to ensure supplier invoices can be promptly paid.

Whilst NHS Fife has successfully achieved its Living Wage accreditation in 2023, we will progress towards maintaining the accreditation by ensuring Fair Work clauses, including payment of the real living wage and good employment practices are included in standard contract terms and conditions for all future applicable contracts. Procurement will also continue to promote NHS Fife accreditation to suppliers and encourage their engagement.

Environment, sustainability and assets

NHS Fife will use and/or dispose of our land and assets for the benefit of the local community.

Environment, Sustainability and Assets Anchor Achievements:

- Worked with Scottish Government as a pilot site for Anchors Land & Assets dimension, to build on community Wealth within Fife
- Published our NHS Fife 2030 Greenspace Strategy
- Worked collaboratively with community groups to consider community asset transfers
- Liaising with Lucky Ewe with respect to a Community Asset Transfer (CAT) for land at Stratheden

By recognising the value of achievement made NHS Fife are committed to exploring further opportunities by continuing work with Scottish Government to develop potential pilot sites and with community groups from ambitions within our Greenspace Strategy; this includes making our land and assets more accessible. These actions will help to reduce preventable ill health and to offer every community access to outdoor cultural and leisure opportunities.

Working collaboratively with Food4Fife will allow the opportunity and connections to be made to seek local food and allotment groups who may want to develop projects on our land. NHS Fife are committed to extending this by advancing with other local food projects and preparing a bid to the second year of “Better Food for All.”

NHS Fife is committed to exploring renewable energy potential for all our identified greenspace sites by working closely with Community Energy Scotland. The ambitions will be strengthened by securing funding through Head of Capital Planning and NHS Facilities the Scottish Government for future energy and greenspace projects.

NHS Fife will progress with Promoting Climate Action Fife’s behaviour change programme to NHS Fife staff, patients, partners and communities.



Kathryn and Yasmine success

In summer 2022 Yasmine and I (Kathryn) had the privilege of carrying out a 2-month sustainability internship within the estates department at NHS Fife. Both students at the University of St Andrews at the time, we came across this opportunity on the university careers hub and were so excited to get sustainability experience within such an important public sector organisation in our local area.

This internship encompassed 2 projects; one which looked at reducing commuter emissions in partnership with MobilityWays and the other that involved using GIS technology to create a digital map of our estate to gain a better understanding of our greenspace. Both projects were extremely rewarding and provided great insight into not only the measures NHS Fife is taking to reduce its environmental impact, but also how the health board intends to implement these changes and the many processes involved.

Having graduated in June 2022 and upon completing the 2 month internship, in January 2023 I came back to work full time as a sustainability officer. I have already learnt so much and have enjoyed leading on a range of projects that aim to encourage more sustainable practice at the board. Yasmine graduated in June of this year and in September also came back to NHS Fife to work full time, taking a particular lead on developing our Environmental Management System.

We are both really enjoying being part of the sustainability team at NHS Fife and are so grateful for this opportunity to start our careers in the NHS doing something we are both extremely passionate about.



Monitoring and Evaluation

Our Anchors Operational Group will continue to meet regularly, this group offers wide representation from NHS Fife and Fife Health and Social Care Partnership. From these meetings we will continue to review our progress and build on our Anchors aspirations. We will also monitor our progress twice per year through self-assessment, using the Public Health Scotland Progression Framework. This will align with progress reporting to our NHS Fife Anchors Programme Board.

Anchor deliverables and milestones are reported and captured within NHS Fife Annual Delivery Plan and is focused in the NHS Fife Medium Term Plan. The route of reporting is made to the NHS Fife Executive Director Group, NHS Fife Public Health and Wellbeing Committee, NHS Fife Board and Scottish Government.

Communication and Engagement

As we progress through our Anchor journey, we will regularly report on the progress of our strategy with staff, partners and the public. We will communicate our Anchor ambitions more widely within our organisations as well as with within our partner groups. We have been able to engage with many of our Senior Leadership Teams, sharing progress and giving opportunity to explore what being an Anchor means to them and their teams. We have reached out to third sector agencies, being visible and exploring our shared visions and ambitions.

Our work will move forward with our partners and key organisations to drive forward our collective Anchor ambitions. Our key partners are, for example Fife Council, Fife Voluntary Action, local community partnership groups, other NHS Boards, Public Health Scotland and Scottish Government. It is important that we do this to make sure all our work is joined up and benefits our local communities in Fife.

We have begun building stronger relationships with local education settings, for example local high schools, colleges and universities. This is not only to widen opportunities for our exiting staff but also to provide opportunities for others who would consider employment and build a career within NHS Fife or key partner organisations.

By doing all of this we will provide assurance that we are achieving what we said we would and demonstrate our commitment to embed an Anchor culture to improve what we do.

We provide accessible communication in a variety of formats including for people who are speakers of community languages, who need Easy Read versions, who speak BSL, read Braille or use Audio formats.

Our SMS text service number **07805800005** is available for people who have a hearing or speech impairment.

To find out more about accessible formats contact:

fife.EqualityandHumanRights@nhs.scot or phone **01592 729130**

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Fife Partnership Board

www.fife.gov.uk/committee/fifepartnership

Agenda Item No. 7

13th February 2024

New Partner Member – Scottish Ambulance Service

Report by: Michael Enston, Executive Director, Communities Directorate, Fife Council

Purpose

To provide an overview of the Scottish Ambulance Service in Fife, highlight current strategy objectives and provide examples of partnership working which align with Plan for Fife ambitions.

Recommendations

That Fife Partnership Board

1. Considers the work of the Scottish Ambulance Service and,
2. Approves their inclusion as a partner on Fife Partnership Board.

Resource Implications

None.

Consultation

The Chief Executives of NHS Fife, Fife Council, the Director of Health & Social Care and the Chair of Fife Partnership Board have been consulted on the recommendations in this report. All are supportive of the Scottish Ambulance Service joining the Fife Partnership Board.

1.0 Background

- 1.1 The Scottish Ambulance Service (SAS) provides emergency, urgent care and non-emergency care, assessment, and transport to hospital, if required, across Fife. There are 190 accident and emergency staff and 49 patient transport staff in the current staff establishment.
- 1.1.1 There are various staff grades who provide differing levels of care and treatment to the people of Fife:
- Advanced Paramedics who work within a multi-faceted role that consists of remote telephone consultation, responding to urgent care emergency calls and working within urgent care services within the HSCP supporting GP practices and the out of hours services across Fife.
 - Ambulance Paramedics and Ambulance Technicians make up the largest staff number within the accident and emergency response role and they attend on average 70 emergency calls per day across Fife.
 - Ambulance Care Assistants are trained to support patients with delivery of first aid, including basic life support with a shock box and transport patients with a clinical requirement for transport to outpatient appointments, admission to hospital and discharge from hospital.
 - As part of all their roles, SAS staff meet patients and their carers/relatives predominantly at home and they carry out a wide range of assessments and can signpost for further help, support, or report vulnerable persons through our clinical hub, which is a national desk within our control centres.
- 1.2 SAS aims to develop its role as an anchor institution by widening access for job opportunities, reducing environmental impact, purchasing more locally, using buildings and spaces to support communities, and working more closely with local partners.
- 1.3 SAS's guiding objectives to help improve population health are; to continue to work with partners to develop primary care multi-disciplinary teams with a focus on tackling health inequalities, to share data intelligence to feed into identifying the services citizens need and work with partners to develop them, transform how care is delivered through use of technology and digital access to health data across services, to enhance education to identify people who would benefit from early intervention to prevent worsening mental and physical ill health and to identify and support priority groups disproportionately affected by poverty within our workforce.
- 1.4 The ambition to develop practice as an anchor institution aligns with the Plan for Fife overarching priority of Community Wealth Building and the social and economic outcomes sought for people and communities. The Local Government in (Scotland) Act 2003 and reforms in the Community Empowerment (Scotland) Act 2015 requires that Community Planning Partnerships work with all public and community bodies to support tackling inequality and improving local outcomes. The addition of SAS to the Fife Partnership Board will support Fife to further deliver against the priorities in the Plan for Fife 2017-2027 and in the Recovery & Renewal Plan 2021-2024.

2.0 Examples & Opportunities

- 2.1 In Fife SAS currently work with NHS Fife, the HSCP and other networks such as the Adult Support and Protection committee, Child Protection Groups and the local alcohol and drugs partnership.
- 2.2 Data sharing protocols were adopted early in Fife with the Drug and Alcohol Partnership. Information was shared about service users attended to who had been given naloxone. This allowed the Fife Drug and Alcohol Partnership to reach out, provide support and further interventions. This piece of work was taken forward nationally and is now used across Scotland. SAS staff have been trained to identify vulnerable adults and children and to report any concerns of harm. This data is also shared with local groups to action.
- 2.3 Following a meeting with Police Scotland and NHS Fife, work is underway in Levenmouth to provide a mental health car. This will be staffed by a mental health nurse and ambulance clinician. The go-live date for this test of change has still to be set, but the aim will be to reduce support required by Police Scotland with mental health calls and to directly support service users with mental health support when they need it.
- 2.4 In Lothian, joint SAS and Partnership work has been in place for over a year and a data sharing agreement is in place allowing SAS to share the top 10 areas for calls and top 10 health conditions attended to. This helps identify different ways to support people in their communities, for example, signposting people to fuel economy support, grants and heating assistance. Working closely with planning teams in areas of new housing development, the service also maps current response levels and how these need to adapt in line with future developments as well as working with teams to jointly review population growth and dynamics.

3.0 Conclusion

- 3.1 This report presents an overview of the Scottish Ambulance Service in Fife, highlights the alignment of strategy objectives with the Plan for Fife, current practice and indicates where there are opportunities to further develop collaborative working to benefit Fife's communities.

Appendices

Appendix 1: [Our 2030 Strategy \(scottishambulance.com\)](https://www.scottishambulance.com)

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Fife Partnership Board

www.fife.gov.uk/committee/fifepartnership

Agenda Item No. 8

13th February 2024

Fife's UK Shared Prosperity Investment Plan

Report by: Carol Connolly, Executive Director (Place)

Wards Affected: All

Purpose

To present the updated Fife's UK Shared Prosperity Investment Plan for 2022/25 for consideration by the Fife Partnership Board.

Recommendations

Board members are asked to consider and endorse the the updated Fife's UK Shared Prosperity Investment Plan for 2022/25

Resource Implications

None

Legal & Risk Implications

There are no legal and risk implications from this Report.

Impact Assessment

An Equality Impact Assessment (EqIA) is not required as there are no changes to existing service delivery and policy. The Fairer Scotland Duty, which came into force on 1 April 2018, requires the Council to consider how it can reduce inequalities of outcome caused by socio-economic disadvantage when making strategic decisions. Both the Plan for Fife and Fife's UKSPF Investment Plan align with this Duty in their commitment to working towards achieving Inclusive Growth and Jobs and Thriving places.

Consultation

The Community planning partners within the Advisory Groups as part of the governance have been consulted on the delivery of Fife's UK Shared Prosperity Investment Plan.

1.0 Background

1.1 The total UKSPF allocation for Fife was as follows:

| Allocations | 2022-23 | 2023-24 | 2024-25 | Total |
|-------------------------------------|-------------------|-------------------|-------------------|--------------------|
| UKSPF Allocation excluding Multiply | £1,348,174 | £2,696,348 | £7,064,433 | £11,108,955 |
| Multiply Allocation | £701,051 | £808,904 | £808,904 | £2,318,859 |
| Total UKSPF Allocation | £2,049,225 | £3,505,252 | £7,873,337 | £13,427,814 |

1.2 The Multiply funding can only be used to improve numeracy. The actual draw down for 2022-23, and the investment carried over into 2023/24, are included in the following table. The breakdown by Intervention is included in Appendix 1 (excluding 2022/23).

| UKSPF Funding Allocation | 2022-23 Actual Drawdown | 2023-24 Includes carry over | 2024-25 | Total |
|-------------------------------------|-------------------------|-----------------------------|-------------------|--------------------|
| UKSPF Allocation excluding Multiply | £838,387 | £3,606,133 | £7,064,433 | £11,508,953 |
| Multiply Allocation | £167,271 | £942,686 | £808,904 | £1,918,861 |
| Total UKSPF Allocation | £1,005,658 | £4,548,819 | £7,873,337 | £13,427,814 |

1.3 The UKSPF is designed to succeed and improve on EU structural Funding. However, it is not a direct replacement because it focuses on UK Government priorities. The overarching aim of UKSPF is “building pride in place and increasing life chances” through three core investment priorities: communities and place, supporting local business and people and skills. The Fife Partnership Board, in August 2022, endorsed the Investment Plan submitted to the UK Government. This was approved by the UK Government in December 2022 without amendment.

1.4 The Investment Plan required the funding allocation to be further allocated against the interventions that most closely meet the challenges and opportunities of Fife. The Fife Partnership Board in August 2022 endorsed the allocation by Investment Priority for each of the three years of the Plan as set out in this table.

| Investment Priority Excluding Multiply | 2022/23 | | 2023/24 | | 2024/25 | | Total | |
|--|-------------|-------------------|-------------|-------------------|-------------|-------------------|-------------|--------------------|
| | % | Value | % | Value | % | Value | % | Value |
| Communities & Place | 34% | £457,754 | 25% | £674,087 | 33% | £808,904 | 31% | £3,463,104 |
| Supporting Local Businesses | 16% | £216,331 | 25% | £674,087 | 33% | £2,331,263 | 29% | £3,221,682 |
| People & Skills | 50% | £674,087 | 50% | £1,348,174 | 34% | £2,401,907 | 40% | £4,424,168 |
| Total | 100% | £1,348,174 | 100% | £2,696,348 | 100% | £7,064,433 | 100% | £11,108,955 |

- 1.5 During 2023/24, the UK government advised that funding could be transferred from the Multiply allocation to People & Skills Interventions where the numeracy interventions did not require the full allocation. £400,000 was transferred to People & Skills Interventions.
- 1.6 The UKSP Funding included a menu of defined outputs and outcomes for each intervention as the basis of the Investment Plan. The activities within each Intervention to deliver these outputs and outcomes are not specified by the UK Government. It is for the council and its partners, through the UKSPF governance approved in August 2022, to determine the activities. When developing the Investment Plan, the approach was to prioritise the interventions historically funded by EU funding to continue that activity, before including additional interventions. The Partnership's commitments to deliver the Climate agenda were also a priority.

2.0 UKSPF Investment Plan

- 2.1 The key challenges, areas of focus, outputs and outcomes for the approved UKSPF Investment Plan were endorsed by the Fife Partnership Board Committee in August 2022. These were summarised from the Plan4Fife 2017-27 and its 2021 Recovery and Renewal Plans.
- 2.2 The UK Government defines the outputs and outcomes. These have changed slightly since the Investment Plan was approved to improve the quality. Only one output and outcome were required for each Intervention. These are aligned, where possible, with the Performance Indicators for the Plan4Fife 2017-27 and its 2021 Recovery and Renewal Plans. The UKSPF administration and management activities will include Monitoring and Evaluation of the Interventions.
- 2.3 The following Table summarises the interventions included in the Investment Plan.

| Investment Priority | Interventions |
|----------------------------|--|
| Communities & Place | <ul style="list-style-type: none"> • Develop and deliver Natural capital improvements. • Strengthen Climate Resilience for communities and their assets. • Develop the visitor economy (e.g. Forth Bridges Partnership, Fife Tourism Partnership) • Town Centre improvement and animation • Increase volunteering in Communities (Note: this will be delivered through the Opportunities Fife Partnership for alignment with the Employability Pathway) |
| Supporting Local Business | <ul style="list-style-type: none"> • Business support Services, specialist advice, for start-ups and existing businesses (Note: approx. one third of the funding for Business Gateway Fife was EU Funding) • Business grant scheme for property improvements • Energy and condition improvements to the Council's Business Property portfolio • Innovation support (advice and grants) for businesses • Funding support to Town Centre and Tourism businesses to innovate |
| People & Skills | Adult skills and specialist employability support Services for young people |

| | |
|--|---|
| | Volunteering to encourage participation. Multiply Numeracy programme (ring fenced funding) |
|--|---|

- 2.4 For the People and Skills Investment Priority, the UKSPF commissioning is part of the Opportunities Fife Partnership (OFP) Employability Pathway 2022-25 Commissioning approved by Fife Council in June 2023. This ensures alignment and additionality with Scottish Government funding.
- 2.5 Multiply activity is being led by the Council’s Adult Basic Education team. Fife Voluntary Action and Fife College are collaborating with the Council to scale up numeracy activity in Fife. This is using the same commissioning approach as for the Fife Employability Pathway with delivery starting in Quarter 2 2023/24.
- 2.6 For Supporting Local Businesses, the delivery of the interventions is through Business Gateway Fife or directly by Fife Council’s Business and Employability Services. Each Area Committee receives a presentation on Business and Employability activities annually. The annual report on Business Gateway Fife performance is reported to the Council’s Finance, Economy, and Corporate Services Scrutiny Committee.
- 2.7 For the Communities and Place Investment Priority, the activity is feasibility, development, and delivery of the council’s commitments to a Just Transition to Net Zero, resilience to Climate Change and to reduce CO2 emissions. Projects to regenerate Fife’s town centres and the tourism sector continue existing activities to March 2025 in line with existing strategies.
- 2.8 There are regional activities included in Fife’s UKSPF Investment Plan. These support delivery of Edinburgh & South East Scotland City Region’s Regional Prosperity Framework or the Tay Cities Regional Economic Strategy. In Edinburgh & South East Scotland City Region, activities are related to climate change and adaptation where a regional approach is required e.g. a “Climate Ready” Forth, a regional energy approach and green skills.

3.0 Risks and Issues

- 3.1 In August 2022, Cabinet Committee and the Fife Partnership Board agreed that the delivery and governance for Fife’s UKSPF Investment Plan would align with the delivery of the Plan4Fife and its Recovery & Renewal Plans 2021-24. The Fife Partnership and the council agreed leadership and oversight roles and responsibilities for consultation and advice on the Investment Priorities within the UKPSF Investment Plan. This governance is now in place.
- 3.2 Some definitions for the Outputs and Outcomes have been changed by the UK Government. Officers have amended these as outlined in Appendix 1. For example, Greenhouse gas reductions (2% decrease in Tonnes of Co2e) has been replaced by Estimated tonnes of CO2e reductions as a result of support. These align with existing performance measures as far as possible. The outputs and outcomes for People and Skills Interventions have increased pro rata to reflect the transfer of budget from Multiply, performance of the delivery agents, and demand.
- 3.3 There is a change control process for the UKSPF Investment Plan. The council can flex the budget between interventions in each Investment Priority to respond to changes in demand and performance without any UK Government consent. There is also change control for the outputs (to reduce them). Any changes are submitted in the Annual

Monitoring report in May each year. These then require approval by the UK Government. This is not automatic and may result in a reduced or delayed grant payment in 2024/25.

- 3.4 Other than the transfer between Multiply and People and Skills of £400,000, there have been minor changes required to the budgets for Interventions to respond to increased demand. People and Skills also transferred funding to reflect stronger demand from older adults.
- 3.5 The UK Government requires formal reporting on a sixth monthly basis. The last report to 30 September was submitted as required. The council, as accountable body, is also expected to ensure that all financial assistance complies with the requirements of the Subsidy Control Act, 2023. The approval for all interventions includes this assessment along with the Equalities and Carbon Assessments.
- 3.6 The UK Government has allocated UKSPF for each of the three years of the Investment Plan. Carry over of underspend from 2022/23 was permitted due to the delays in the approval of the Investment plan. However no carry over will be permitted beyond March 2025, the end of the Investment plan.

4.0 Conclusion

- 4.1 The UKSPF has provided an opportunity to develop an Investment Plan which helps deliver against the Plan4Fife Recovery and Renewal challenges and opportunities, including addressing the Fairness ambition of Inclusive Growth and Jobs.
- 4.2 Delivery is underway to invest the funding in the interventions approved by Fife Council for 2023/24. These will continue during 2024/25. Appendix 1 sets out the updated Investment Plan 2022 -2025 as the foundation for financial and performance management by Intervention.

List of Appendices

1. Annual Monitoring Plan for Fife's UKSPF Investment Plan.

Background Papers

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

- Fife Partnership Board, August 2023, [Fife Partnership Board-Agenda-Pack-2022-08-23.pdf](https://www.fife.gov.uk/_data/assets/pdf_file/0022/490072/Agenda-and-Papers-for-Meeting-of-Cabinet-Committee-of-29-June-2023.pdf)https://www.fife.gov.uk/_data/assets/pdf_file/0022/490072/Agenda-and-Papers-for-Meeting-of-Cabinet-Committee-of-29-June-2023.pdf Page 36 - 49

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Fife's UKSPF Investment Plan 2022-25

| Communities & Place Interventions | Total Investment 2022-2025 £m | Investment 2023/24 £m | Proportion invested by 31/12/23 | Investment planned in 2024/25 £m | Progress on Outputs and Outcomes |
|---|--------------------------------------|------------------------------|--|---|--|
| S1: Place based investments, regen & town centre improvements. | £0.669 | £0.115 | 60% | £0.334 | On track |
| S2: Support /improve community assets & infrastructure projects | £0.370 | £0.036 | 11% | £0.334 | Revised outcome target of 14,000 estimated tonnes of CO2e reductions as a result of support. On track |
| S3: Improvements to the natural environment, green & open space | £0.360 | £0.026 | 0% | £0.334 | Revised outcome target of at least 100 people with an improved perception of facilities/ amenities. |
| S7: Campaigns to encourage visiting & exploring the local area | £0.522 | £0.172 | 13% | £0.350 | Revised outcome target of at least 135,000 increase in visitor numbers as a result of support. On track |
| S8: Impactful volunteering and/or social action projects | £0.166 | £0.066 | 12% | £0.100 | On track |
| S9: Investment in capacity building & resilience for local groups | £0.776 | £0.150 | 0% | £0.626 | Revised outcome target of at least 100 people with an improved perception of facilities/ amenities. |
| S11: Relevant feasibility studies | £0.326 | £0.233 | 20% | £0.077 | Revised outcome target of at least 7 projects arising from feasibility studies. On track |
| S12: Digital infrastructure for local community facilities | £0.146 | £0.063 | 0% | £0.083 | Revised outcome target of at least 100 people with an improved perception of facilities/ amenities. |

| Supporting Local Business Interventions | Total Investment 2022-2025 £m | Investment 2023/24 £m | Proportion invested by 31/12/23 | Investment planned in 2024/25 £m | Progress on Outputs and Outcomes |
|--|--------------------------------------|------------------------------|--|---|---|
| S14: Development & promotion of the visitor economy | £0.150 | £0 | 0% | £0.150 | On track |
| S15: SME development grants & support. | £0.570 | £0.150 | 108% | £0.390 | On track. Investment increased to respond to demand for support. |
| S18: Investing in enterprise infrastructure, site development projects | £0.615 | £0.115 | 0% | £0.334 | Revised outcome target of at least 1400 m2 of commercial buildings space developed completed or improved. Project slipped into 2024/25. |
| S19: Strengthening local entrepreneurial ecosystems | £0.600 | £0.265 | 47% | £0.310 | On track |
| S20: Expert business advice & support programmes, local & regional | £0.390 | £0.157 | 49% | £0.233 | On track |
| S22: Growing the local social economy. | £0.005 | £0 | 0% | £0.005 | On track |
| S27: Support relevant feasibility studies (Note includes admin budget) | £0.130 | £0.045 | 129% | £0.030 | Revised outcome target of at least 11 projects arising from feasibility studies. Ahead of expected. |
| S28: Business resilience & Covid-19 recovery | £0.620 | £0 | 0% | £0.620 | Revised outcome target of at least 1400 m2 of commercial buildings space developed completed or improved. |

| People & Skills including Multiply Interventions | Total Investment 2022-2025 £m | Investment 2023/24 £m | Proportion invested by 31/12/23 | Investment planned in 2024/25 £m | Progress on Outputs and Outcomes |
|---|--------------------------------------|------------------------------|--|---|--|
| S31: Employment support for economically inactive people | £1.566 | £0.706 | 29% | £0.560 | Revised output and outcome targets to reflect increased investment (£0.400). On track |
| S33: Enrichment & volunteering activities | £0.676 | £0.194 | 61% | £0.342 | Revised output and outcome targets to reflect reduced investment (£0.114). On track |
| S36: Local areas to fund local skills needs (Note excludes admin budget) | £0.869 | £0.336 | 42% | £0.532 | On track |
| S37: Green skills courses | £0.651 | £0.230 | 23% | £0.421 | Revised output and outcome targets to reflect reduced investment (£0.069). On track |
| S39: Education & skills targeting the vulnerable leaving school | £0.912 | £0.417 | 50% | £0.450 | On track |
| S42: Courses designed to increase confidence with numbers | £0.641 | £0.307 | 81% | £0.209 | On track |
| S43: Courses for parents wanting to increase numeracy skills | £0.150 | £0.032 | 129% | £0.100 | Revised output and outcome targets to reflect reduced investment (£0.100). On track |
| S45: Courses aimed at encouraging people to upskill to access jobs/ careers | £0.500 | £0.275 | 24% | £0.200 | Revised output and outcome targets to reflect reduced investment (£0.100). On track. |
| S47: Innovative programmes delivered with employers | £0.386 | £0.218 | 53% | £0.168 | Revised output and outcome targets to reflect reduced investment (£0.100). On track |