

# A Guide to the Fife Partnership

November 2016

# Contents

	<b>Page</b>
1. Introduction	3.
2. Community Planning in Fife	3.
3. Fife Community Plan	4.
4. Fife Partnership Board	4.
5. Who's who in the partnership	5.
6. The purpose of Fife Partnership Board	6.
7. Fife Partnership Executive Group	7.
8. Outcome Lead Officers	7.
9. Fife Partnership Board Structure	9.
10. Fife Partnership Structure Chart	11.
11. Partnership Groups	12.

Appendix: Fife Partnership Agreement

Fife Partnership	Document Owner:	Head of Community and Corporate Development		
	Next Revision Date	22 <sup>nd</sup> November 2017	Revision Number :	3
	Last Revised	23 <sup>rd</sup> November 2016	Revised by:	Sharon Murphy
<b>Guide</b>	<b>A Guide to the Fife Partnership</b>			

# 1. INTRODUCTION

This resource pack provides information on Fife's Partnership Board which is the community planning partnership for Fife.

## 2. COMMUNITY PLANNING IN FIFE

Community planning aims to strengthen Fife's future by bringing together public and private sectors and voluntary organisations to work together with Fife's communities. The vision of Fife's Partnership Board is to strengthen Fife's future to make Fife a great place to live, work, visit and invest.

The Local Government in Scotland Act (2003) gave local authorities a statutory duty to lead community planning in their area. It also placed a statutory duty on other public sector organisations, such as the police, NHS and Scottish Enterprise, to take part in community planning.

The Christie Commission established by the Scottish Government in November 2010 made several recommendations on the future delivery of public services, namely, that public services should work together and integrate and communities and individuals should be empowered.

This was further supported by the Community Empowerment (Scotland) Act 2015 which also gave community bodies and public sector authorities new rights and duties to boost community empowerment and engagement.

The Christie commission supports a preventative approach to community planning which Fife has endorsed. The prevention work that Fife Council delivers will allow for better outcomes and value for money by preventing problems before they arise and easing demand on future services by intervening early.

Please refer to the attached document: A Prevention Framework for Fife:



4. Fife Prevention  
Framework 280714.p

### 3. Fife's Community Plan

[Fife's Community Plan 2011-2020](#) is the overarching strategic plan for Fife. It provides a framework for the other strategies and plans and is based on a detailed analysis of future risks and opportunities for Fife.

The aims of Fife's Community Plan 2020 are to:

- Highlight the challenges facing Fife, both now and in the coming decade;
- Empower communities to respond to these challenges;
- Present the Fife Partnership's actions that aim to improve the wellbeing of people in Fife and to strengthen Fife's future.

Fife's Community Plan also sets out three high level outcomes, each with a number of long term outcomes towards which the partnership groups will work, alongside other key groups. These outcomes are:

- Reducing inequalities
- Increasing Employment
- Tackling climate change

This plan presents the views of community planning partners on the Fife Partnership Board.

### 4. Fife Partnership Board

The Fife Partnership Board provides strategic leadership, overseeing partnership activity to support the delivery of its agreed vision and outcomes, as set out in Fife's community plan and single outcome agreement.

Members of Fife Partnership Board aim to bring about these changes described above through effective engagement and partnership working with individuals, families, communities and the private, voluntary and public sectors.

All partners have their own services to deliver and business to run. These services all play important roles in building a strong and diverse economy, educating and skilling Fifiers, improving health and wellbeing, sustaining and improving our environment and making Fife's communities safer.

Partners must work across service boundaries and focus on opportunities and risks that cannot be addressed by an individual partner on their own, and to be efficient and effective we must avoid all unnecessary duplication.

The Fife Partnership is a joint working arrangement where the partners:

- Are otherwise independent bodies;
- Agree to co-operate to achieve the common outcomes of the community plan and the single outcome agreement;
- Plan and implement a jointly agreed programme;
- Share relevant information.

Fife’s community planning partners are:

- Fife Council,
- NHS Fife
- Police Scotland
- Fife Voluntary Action
- Scottish Fire and Rescue Service
- Scottish Enterprise
- Skills Development Scotland
- Fife College
- University of St Andrews
- South East Scotland Transport Partnership (SEStran)
- Scottish Government
- Fife Health and Social Care Partnership/Integrated Joint Board
- Fife’s Business Community
- Department of Work and Pensions

All of these partners have signed up to the shared outcomes set out in the plan and will aim to work with the people and communities of Fife to deliver these objectives, with each partner providing a unique and valued contribution. Many other partners, including Fife’s businesses, are closely involved in the work of the partnership

## 5. WHO’S WHO IN FIFE PARTNERSHIP

The governing body for the Fife Partnership is the Fife Partnership Board. The Board’s membership is set out in Table 1.

**Table 1. Membership of Fife Partnership Board**

Organisation	Number of Representatives	Representatives
Fife Council	4	Leader Depute Leader Leader of the Opposition Chief Executive
NHS Fife	3	Chair

		Chief Executive Director of Public Health
Police Scotland	1	Divisional Commander
Scottish Fire and Rescue Service	1	Local Senior Officer
Scottish Enterprise	1	Regional Director
Skills Development Scotland	1	Head of Operations
Fife College	1	College Principal
Fife Voluntary Action	1	Chief Executive
Scottish Government	1	Deputy of Healthcare Strategy
SEStran (South East of Scotland Transport Partnership)	1	Strategy Adviser
University of St. Andrews	1	Vice Principal
Department of Work and Pensions	1	District Manager
Health & Social Care – Integrated Joint Board	1	Director of Health & Social Care

## **6. THE PURPOSE OF FIFE PARTNERSHIP BOARD**

The purpose of the Fife Partnership Board is:

- i) To exercise strategic leadership by developing and clearly communicating the purpose, vision, and intended outcomes for citizens and service users in Fife;
- ii) To ensure that the Fife Partnership has agreed strategic objectives to deliver those outcomes;
- iii) To provide effective governance for the Fife Partnership and its constituent groups;
- iv) To confirm that users receive a high quality of service whether by the Partnership, its constituent organisations or by commissioning;
- v) To confirm that the Partnership makes best use of resources and that tax payers and service users receive excellent value for money.

- vi) To prepare, monitor and periodically review Fife's community plan and single outcome agreement.
- vii) In a manner which is both supportive and challenging, to oversee, coordinate, evaluate and identify areas for improvement in the contribution of partnerships and partners to the vision and outcomes set out in the community plan and single outcome agreement;
- viii) To oversee the roll-out of community planning at a strategic and local level;
- viii) To produce an annual community plan report;
- ix) To monitor and periodically review the Fife Partnership Agreement.

## **7. Fife Partnership Executive Group**

The Fife Partnership Executive Group comprises the chief executive officers or nominees of Fife Council, NHS Fife, Police Scotland and Fife Voluntary Action, and the vice principal of Fife College

On behalf of the Fife Partnership Board, the role of the Executive Group is to:

- i) Ensure effective delivery of the community plan and single outcome agreement.
- ii) Oversee the work of cross-cutting groups and outcome theme lead officers responsible for co-ordinating the Partnership's work.
- iii) Provide a forum for problem solving and troubleshooting at a senior level.
- iv) Report to the Fife Partnership Board and other appropriate fora on the work of Fife Partnership.
- v) Ensure the effective management of partnership funds

## **8. Outcome Lead Officers**

The outcome lead officer roles are allocated to partner agencies as follows:

### **Reducing Inequalities**

- Making Fife's communities safer: Police Scotland
- Meeting the need for suitable housing choices: Fife Council
- Reducing low income households: Fife Council
- Increasing the capability of Fifers to take action and make a difference to their communities: Fife Council
- Strengthening communities through regeneration: Fife Council
- Raising educational attainment and reducing educational inequality: Fife Council
- Improving early years development of children in Fife: Fife Council
- Improving the health of Fifers and narrowing the health inequality gap: NHS Fife
- Improving the health and wellbeing of older people in Fife and maintaining their involvement in their local communities: NHS Fife

### **Increasing employment**

- Extending employment and skills opportunities: Fife Council
- More dynamic businesses: Fife Council
- Developing a modern business infrastructure: Fife Council
- Improving the knowledge and research base: Fife Council
- Growing businesses and employment in key sectors (including investment in renewables and tourism): Fife Council

### **Tackling climate change**

- Adapting to climate change: Fife Resource Efficient Solutions
- Reducing carbon emissions (including reducing energy use, more sustainable transport and less waste): Fife Resource Efficient Solutions

The allocation of outcome lead officer roles will be reviewed every two years, with any necessary ad hoc changes being resolved by the relevant partner agency.

The role of the outcome lead officers is to:

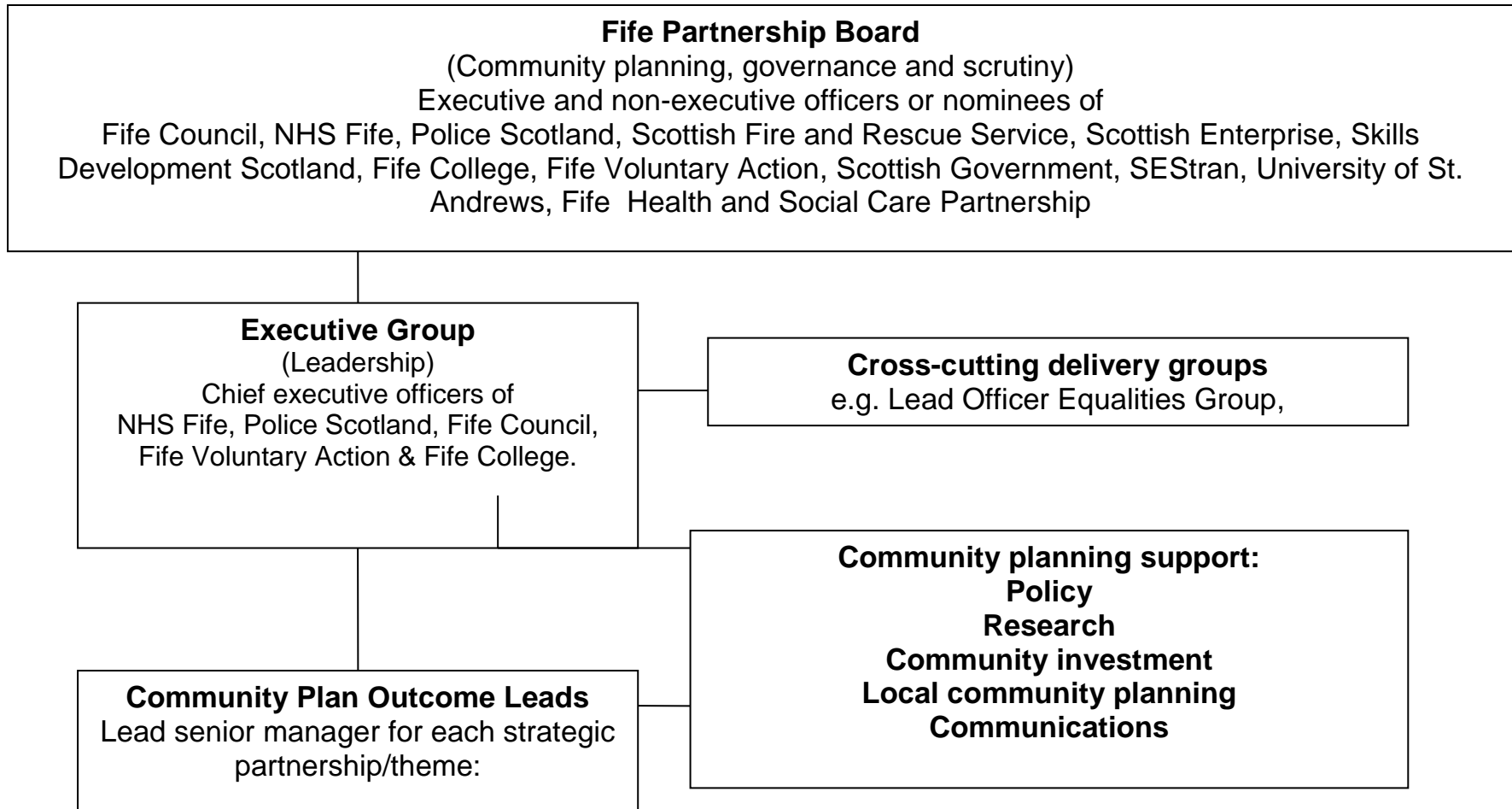
- i) Review, coordinate and monitor partnership arrangements and associated strategies and action plans required to deliver the community plan and SOA outcomes.



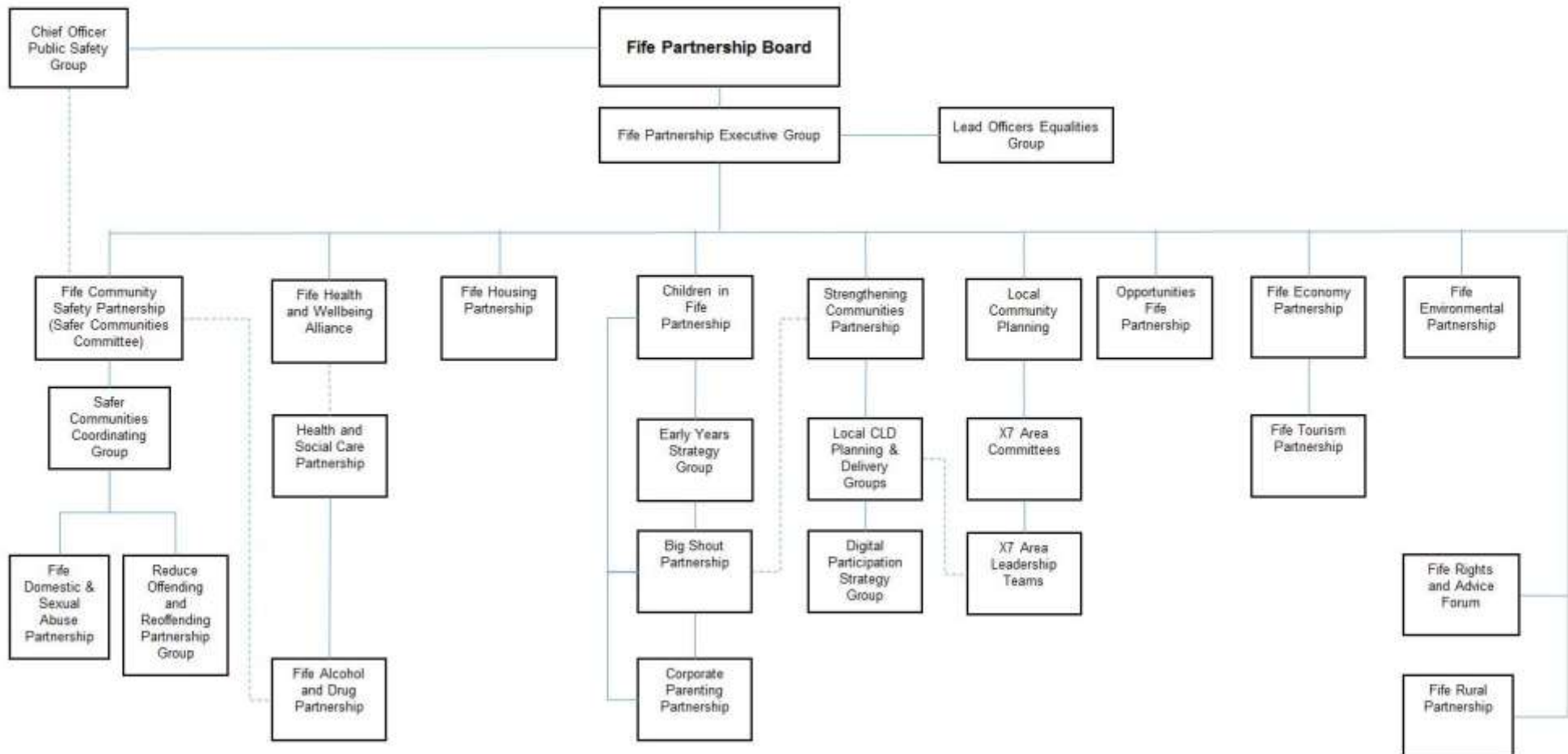
- ii) Co-ordinate joint working across the outcome areas with a view to ensuring best practice and identifying gaps in services, creating multi-agency solutions as appropriate.
- iii) On behalf of the Executive Group, monitor the use of partnership funding, including the use of external funding.
- iv) Report to the Executive Group and other appropriate fora on progress in delivering the community plan and single outcome agreement.

## **9. Partnership Structure**

The strategic Fife Partnership Board structure is provided on page 10 and the Fife Partnership Structure Chart is provided on page 11.



# Fife Partnership Structure 2016



## 10. Partnership Groups

Information on key partnership groups in Fife can be found by following the links below or by visiting [www.fifedirect.org.uk](http://www.fifedirect.org.uk)

[Fife Partnership Board](#)

[Fife Partnership Executive Group](#)

[Fife Community Safety Partnership](#)

[Fife Health and Wellbeing Alliance](#)

[Fife Housing Partnership](#)

[Children in Fife Partnership](#)

[Fife Environmental Partnership](#)

[Opportunities Fife Partnership](#)

[Fife Economy Partnership](#)

[Fife Tourism Partnership](#)

[Local Community Planning Partnerships](#)

[Strengthening Communities Partnership](#)

A key feature of partnerships is that all the parties involved agree to the need for the partnership in these terms and establish a formal **partnership agreement** or other governance arrangement. Please refer to Appendix 1 for the Fife Partnership Agreement.

## Appendix 1.

# FIFE PARTNERSHIP AGREEMENT

- 1.1 The Fife Partnership is the community planning partnership for Fife. It provides strategic leadership, overseeing partnership activity to support the delivery of its agreed vision and outcomes, as set out in Fife's community plan and single outcome agreement. The lead partner agencies are Fife Council, NHS Fife, Police Scotland, Scottish Fire and Rescue Service, Scottish Enterprise, Skills Development Scotland, Fife College, Fife Voluntary Action, the Scottish Government and SEStran (South East of Scotland Transport Partnership), Fife Health and Social Care Partnership all working in conjunction with Fife's communities.
- 1.2 Since 2000 members of the Partnership have worked collectively to plan ahead to secure the best possible future for Fife. They have also worked to solve local problems, improve services and share resources.
- 1.3 Fife Partnership is a joint working arrangement where the partners:
  - *Are otherwise independent bodies*
  - *Agree to co-operate to achieve the common outcomes of the Community Plan and the Single Outcome Agreement*
  - *Plan and implement a jointly agreed programme*
  - *Share relevant information*
- 1.4 This Agreement between members of the Fife Partnership sets out Partners' roles and responsibilities within the Partnership, building on and strengthening the current voluntary arrangements. The Agreement aims to clarify reporting and accountability arrangements in the light of the new Single Outcome Agreement and ensure that community planning partners work together effectively, through the Fife Partnership, to ensure the delivery of these outcomes.
- 1.5 The Partnership believes that good governance leads to good management, good performance, good stewardship of public money, good public engagement and, ultimately, good outcomes for citizens and service users. Good governance enables the Partnership to pursue its vision effectively, as well as underpinning that vision with mechanisms for control and management of risk.

- 1.6 The Partnership continually monitors its effectiveness and the effectiveness of constituent groups, using self-assessment questionnaires.
- 1.7 The agreed reporting and support structures for the Fife Partnership are contained in the Fife Partnership Board Pack.

## **2. FIFE PARTNERSHIP**

- 2.1 Fife Partnership exists through the agreement of the partners. The effective operation of the Fife Partnership depends on commitment and the willingness of partners to work co-operatively. Decisions of the Partnership need to be reached in a manner consistent with the statutory requirements, terms of reference and Standing Orders (or equivalent) of constituent partners.

## **3. FIFE PARTNERSHIP MEMBERSHIP**

- 3.1 The governing body for the Fife Partnership is the Fife Partnership Board. The Board's membership is set out on page 5 Table 1 of the Fife Partnership Board pack.
- 3.2 Members may appoint substitutes to attend meetings in their place.
- 3.3 Membership of the Fife Partnership Board will be reviewed periodically on the basis of agreed criteria set out in Para 10.

## **4. PURPOSE OF FIFE PARTNERSHIP BOARD**

Please refer to pages 6/7 section 6 of the Fife Partnership Board Pack.

## **5. CHAIRING THE FIFE PARTNERSHIP**

- 5.1 Fife Council has a statutory duty to lead community planning in Fife and the Council has chaired the Fife Partnership since its inception in 1999. The Partnership is currently chaired by Councillor David Ross, Leader of the Administration, Fife Council.
- 5.2 In the spirit of partnership working it is recognised that there are benefits to be gained in rotating the Chair among community planning partners.
- 5.3 The Partnership also has discretion to appoint a Vice-Chair.
- 5.4 No term of office is set for either appointment, although normal practice has been to review the appointments at least every four years to coincide with the establishment of a new administration within Fife Council, following on from local government elections.

## **6. EXECUTIVE GROUP**

6.1 The Executive Group comprises the chief executive officers of Fife Council, NHS Fife and Fife Voluntary Action, and designated representatives from Scottish Enterprise, Police Scotland and the vice principal of Fife College

6.2 Please refer to page 7 of the Fife Partnership Board pack for details on the role of the Executive Group.

6.3 The Executive Group is accountable to the Fife Partnership Board and will provide regular reports on progress at meetings of the Board.

## **7. COMMUNITY PLAN OUTCOME LEADS**

7.1 Please refer to page 8 of the Fife Partnership Board pack for information on outcome leads and which partner agencies these are allocated to.

## **8. PARTNERSHIP SUPPORT**

8.1 Policy and partnership support for the Fife Partnership is co-ordinated by the Policy team, Community and Corporate Development Service, Fife Council. This includes the direct employment of staff within the Communities Directorate as well as the co-ordination of staff working within other services/partners.

8.2 The key partnership support functions are

- i) Partnership and policy support, including health and wellbeing, community safety, economy, equalities, rural development, rights and advice, children's services, environment, drugs and alcohol.
- ii) Research and information
- iii) Performance monitoring
- iv) Community engagement
- v) Local community planning
- vi) Communications
- vii) Data sharing
- viii) Implementing commissions from Fife Partnership through, for example the establishment of working groups e.g. partnership skills

development; data sharing: communications strategy; a common approach to the voluntary sector.

- ix) Highlighting emerging strategic issues to the Fife Partnership;
- x) Ensuring that the linkages and connections between and across the partnerships are effective and fit for purpose;
- xi) Preparing the agenda for meetings of the Fife Partnership Board, in consultation with partners;
- xii) Programme managing the partnership's improvement plan;
- xiii) Monitoring the community plan and single outcome agreement.

8.3 Policy support is provided to the Executive Group and Outcome Leads, as well as to individual partnership groups.

## **9. DECISION MAKING PROCESS**

9.1 In order to comply with the statutory requirements, terms of reference and standing orders (or equivalent) of constituent partners, the following general process for decision making by the Partnership will be followed:

- i) Decisions made by the Fife Partnership will be implemented by partners only after individual partners' governance requirements have been met.
- ii) Partner organisations will endeavour to ensure that their decision making processes support partnership working and the work of the Fife Partnership.
- iii) Decisions may require ratification by individual partners. Where this is the case, the Fife Partnership should first agree a course of action and that should then be ratified by the individual partners.
- iv) Where one of the Partners acts as a lead partner on behalf of the Fife Partnership, the Fife Partnership must agree the course of action before ratification by that lead partner.

## **10. MEMBERSHIP CRITERIA**

10.1 Membership of the Fife Partnership Board is open to the following bodies:

- Local authorities and persons listed in schedule 1 of the Community Empowerment (Scotland) Act 2015



- As a signatory to the Single Outcome Agreement, the Scottish Government.
- Other partner agencies operating at a Fife-wide level and representing a key sector e.g. University of St Andrew's and Fife Voluntary Action.
- Regional or national bodies that have direct responsibility for delivering substantial elements of Fife's community plan. However, this will not generally include regional or national partnership groups on which the Fife Partnership or a statutory community planning partner is already represented. In the latter case, the interests of the Fife Partnership should already be adequately ensured by partner representation on the group.

10.2 Any changes to the current membership of the Fife Partnership as specified in the partnership agreement must be approved by the Fife Partnership Board.

Membership of themed or cross-cutting partnership groups should be open to any local, regional or national body that has a substantial contribution to make to the delivery of the relevant community plan outcome theme or goal, subject to the agreement of the relevant partnership group or the Fife Partnership Executive Group.