

Fife Partnership Board

Please note this meeting will be held remotely

Tuesday, 28th February, 2023 - 2.00 p.m.

AGENDA

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6. DATE OF NEXT MEETING – Tuesday 2 nd May, 2023	

Lindsay Thomson
Head of Legal and Democratic Services
Finance and Corporate Services

Fife House
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21st February, 2023

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THE FIFE COUNCIL - FIFE PARTNERSHIP BOARD – REMOTE MEETING

30th November, 2022

2.00 p.m. – 3.40 p.m.

PRESENT: Councillors David Ross (Convener), David Alexander and Linda Erskine; Steve Grimmond, Chief Executive, Fife Council; Carol Potter, Chief Executive, Lucy Denvir, Consultant in Public Health (substitute for Joy Tomlinson, Director of Public Health), NHS Fife; Nicky Connor, Director of Health and Social Care Partnership; Alistair Jupp, Group Commander, Scottish Fire & Rescue Service; Adam Smith, Police Inspector of Partnerships, Police Scotland; David Watt, Chair, Fife College and Alison Taylor, Place Director, Scottish Government.

ATTENDING: Paul Vaughan, Head of Communities and Corporate Development, Tim Kendrick, Community Manager (Development), Sharon Murphy, Policy Co-ordinator (Community Planning) Communities and Neighbourhoods; Carrie Lindsay, Executive Director - Education and Children Services, Christine Moir, Senior Manager - Improving Outcomes; Sheena Watson, Team Manager (Temporary Programme Manager), Community Investment; Gordon Mole, Head of Business & Employability, Economy Planning and Employability Services; Sheila Noble, Co-ordinator, Fife Violence Against Women Partnership Heather Bett, Interim Senior Manager, NHS Fife; and Michelle Hyslop, Committee Officer, Committee Services, Legal & Democratic Services.

APOLOGIES FOR ABSENCE: Tricia Marwick, Chair of NHS Fife Board and Joy Tomlinson, Director of Public Health

10. MINUTE

The Board considered the minute of the Fife Partnership Board Meeting of 23rd August, 2022.

Decision

The Board approved the minute.

11. FIFE VIOLENCE AGAINST WOMEN PARTNERSHIP UPDATE

The Board considered a joint report by the Interim Senior Manager, Children Services, Sexual Health, BBV and Rheumatology and Chair of Fife Violence Against Women Partnership, which highlighted the impact that Covid-19 had on women and children living with domestic abuse and other forms of violence against women. The report noted the work undertaken in delivering the Equally Safe - Scotland's Strategy for preventing and eradicating violence against women and girls.

Decision/

Decision

The Board:

- (1) welcomed and noted the presentation;
- (2) reviewed the work undertaken by the Fife Violence Against Women Partnership (FVAWP); and
- (3) considered how violence against women and children can be imbedded into the recovery and community planning in Fife as part of the wider recovery and renewal responses.

Partners acknowledged the hard work and thanked Sheila Noble for all her hard work and contribution to the violence against women partnership over the years and wished her well on her upcoming retiral.

12. FIFE CHILDREN'S SERVICES PLAN 2021-23

The Board considered a report by the Executive Director, Education and Children's Services, which provided an update on the progress in delivering the Fife Children's Services Plan 2021-2023, as a basis for improving outcomes and experiences of children, young people and families across Fife.

Decision

The Board: -

- (1) reviewed the progress presented in the Annual Report 2021-2022;
- (2) endorsed the next steps highlighted in the report; and
- (3) noted that a future report on Children Services Plan would be submitted to the Cabinet Committee on 15th December, 2022.

13. DELIVERING THE PROMISE IN FIFE

The Board considered a joint report by the Executive Director, Education & Children's Services, and the Lead for Fife Children's Services Partnership, which explored areas of work to be undertaken by the Partnership and provided partners with an update on the activities undertaken across services within Fife in delivering The Promise.

Decision

The Board: -

- (1) commented on the work undertaken to date in delivering The Promise, across Children's Services in Fife;
- (2) identified mechanisms beyond Children's Services;
- (3)/

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- (3) approved the use of the Logo in appendix 3 of the report, to be used by the Community Planning Partnership in Fife to raise awareness of the work on The Promise; and
- (4) agreed that the governance arrangements for the Fife Partnership Board would be revisited in the New Year.

14. COST OF LIVING - WINTER 22/23 SUPPORT PROGRAMME

The Board considered a report by the Executive Director, Communities, providing partners with a copy of the report taken to and agreed by the Fife Council Cabinet Committee in 2022, the report outlined the range of measures taken as part of the cost-of-living winter 22/23 support programme in Fife.

Decision

The Board considered the current response to the cost-of-living crisis, and the role in which partner organisations can take in supporting the cost-of-living winter programme in Fife.

15. PROGRESS ON NHS FIFE POPULATION HEALTH AND WELLBEING STRATEGY DEVELOPMENT

Decision

The Board welcomed and noted the presentation by the Chief Executive, NHS Fife, which provided partners with an update on the NHS Fife Population Health and Wellbeing strategy development.

16. DATE OF NEXT MEETING

Decision

The next Board Meeting would take place on Tuesday, 28th February, 2023 at 2 p.m.

The Convener noted the upcoming retirement of Tim Kendrick, and acknowledged and extended his thanks on behalf of partners for all his hard work during his time on the Fife Partnership Board.

28th February 2023

Agenda Item No. 03

Fife Community Safety Partnership Update

Report by: Derek McEwan, Chief Superintendent, Fife Division, Police Scotland

Wards Affected: All wards

Purpose

To highlight the work of the Fife Community Safety Partnership.

Recommendation(s)

The Board is asked to:

- (1) review the work undertaken by the Fife Community Safety Partnership
- (2) consider how community safety can be further imbedded into the wider Recovery and Renewal agenda

Resource Implications

The work of the Fife Community Safety Partnership hinges on the involvement and engagement of a number of statutory and non-statutory partner organisations.

There is ongoing and increased demand for community safety services caused by the Covid pandemic, impacting on the business as usual activity of agencies.

Legal & Risk Implications

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

Impact Assessment

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

Consultation

Ongoing and regular consultation takes place with community safety partner agencies, particularly at point of refreshing the annual delivery plan.

1.0 Background

- 1.1 The Fife Community Safety Partnership (FCSP) was re-established in 2019 to take forward joint approaches to community safety in Fife. It aims to work in partnership to ensure that people who live in, work in, or visit Fife can live in confidence and without fear for their own or other people's safety.
- 1.2 The main role of the FCSP is to implement and oversee the community safety vision in Fife: *A safe community is strong, cohesive, vibrant, participatory, liveable, and one where people can go about their daily activities in an environment without fear, risk, harm or injury.*
- 1.3 In addition to the above the FCSP delivers the community safety element of the 'Thriving Places' theme within the Plan for Fife and oversees work to fulfil the current ambition '*All our communities benefit from low levels of crime and antisocial behaviour*'.
- 1.3 Following local council elections in 2022, current membership of the FCSP comprises four elected members (representing each political party) and the following core agencies:
- Police Scotland
 - Scottish Fire and Rescue Service
 - Fife Council (Safer Communities, Housing, Education, Criminal Justice, Children and Families)
 - NHS Public Health
 - Fife Alcohol and Drugs Partnership
 - Fife Violence Against Women Partnership
 - Fife Centre for Equalities
 - Families Outside.
- 1.4 In addition to the above, smaller working groups carrying out themed work streams may include other agencies dependent on the topic.
- 1.5 The FCSP current priorities for the current financial year (2022-23) are as follows with more information relating to the underlying themes in appendix 1:
- Priority One – Unintentional Harm
 - Priority Two – Tackling Offending
 - Priority Three – Antisocial Behaviour
 - Priority Four – Community Justice.

2.0 Issues and Options

- 2.1 FCSP January 2023 Update (appendix 2) identifies the efforts of community safety partners to address issues which have required a partnership response in Fife during this current financial year to date.

- 2.2 The impact of the Covid Pandemic on services has slowed progress in building the foundation for this Partnership and gaining traction to reach its full potential since it was re-established in 2019.
- 2.3 FCSP has struggled to find its place amongst the other established Fife Partnerships with cross over in membership and some themes. The FCSP does not hold a budget.
- 2.4 FCSP held a workshop on 3rd February 2023 to refresh the focus of the Partnership for the coming financial year (2023-24) and to develop an achievable Delivery Plan in line with the Recovery and Renewal agenda. Key partners and elected members reviewed the priorities, identifying gaps in service, emerging trends and areas requiring a specific focus on prevention and early intervention. Attendees reported an extremely positive meeting, and it was agreed that vital to the success of Partnership activity were:
 - Appropriate representation from relevant partners at main Partnership meetings and at the smaller thematic working groups
 - The fluidity of the Delivery Plan, to support the ever changing landscape of community safety
 - The ability to hold partners to account.
- 2.5 FCSP would be keen to accept any support and guidance from the Fife Partnership Board to help build a stronger community safety partnership for the benefit of all who live in, work in, and visit Fife.

3.0 Key Challenges

- 3.1 Navigating the ever-changing landscape around stretched resources of all community safety partners which have been exacerbated by the Covid pandemic and its legacy.
- 3.2 Investing in prevention is challenging for services dealing with acute operational demand.
- 3.3 Developing a refreshed delivery plan for the coming financial year (2023-24) to take account of the emerging trends and national priorities of all partners, alongside satisfying community safety needs of local communities.
- 3.4 The FCSP needs to align with the People and Place structure.
- 3.5 Identifying appropriate methods of measuring success.
- 3.6 Developing a more robust community engagement model.

4.0 Conclusions

- 4.1 FCSP continues to
 - strive to deliver improved community safety for the people of Fife through multi-agency working and a range of intelligence-led interventions

- develop a strong management and reporting framework, enabling accountability and transparency in working towards the achievement of common aims and agreed outcomes
- be committed to working in partnership to achieve our four revised priorities to help make Fife a safe place for everyone.

List of Appendices

1. FCSP priorities and underlying themes 2022-23
2. Fife Community Safety Partnership January 2023 Update

Background Papers

Report Contact
Adam Smith
Chief Inspector- Partnerships
Police Scotland, Fife Division



Priorities and Underlying Themes 2022-23

PRIORITY 1 – UNINTENTIONAL HARM (Led by Scottish Fire and Rescue Service)

Themes:

- Home Fire Safety
- Home Safety (under 5's and vulnerable adults)
- Water Safety (outdoor bodies of water)
- Road Safety

PRIORITY 2 – TACKLING OFFENDING (Led by Police Scotland)

Themes:

- (Violence against Women- FCSP will support FVAWP action plan)
- Serious and Organised Crime
- Counter Terrorism
- Hate Crime
- Cyber Crime

PRIORITY 3 – ANTISOCIAL BEHAVIOUR (Led by Fife Council)

Themes:

- Public space ASB (with a specific focus on deliberate fire setting and off-road vehicle nuisance)
- Private space ASB (with a specific focus on delivering improved outcomes for those experiencing ASB in a private space setting)

PRIORITY 4 – COMMUNITY JUSTICE (Led by Fife Council)

Themes:

- Supporting effective delivery of the Community Justice model
- Promoting effective partnership engagement to reduce re-offending

CROSS CUTTING THEMES

*Prevention - Early Intervention - Social Isolation - Poverty - Lived Experience - Homelessness -
Health Inequalities - Substance Abuse- Mental Health*

Fife Community Safety Partnership

January 2023 Update

Miscellaneous Partnership & Prevention Delivery

- Risk Recognition and Referral Pathway Training.
- Youth Volunteer Schemes being run by both Police Scotland and Scottish Fire and Rescue Service.
- Support provided in relation to Corporate Parenting events and engagements, including “The Promise Event” Career option focused / Consequences of Fire / Foster Carers Association Scotland, safety information including CPR training provided to young people / MCR Pathways mentoring with young people.
- Partners support the Fife Suicide Prevention Network, including Colin Speight Project; attendance at Fife Suicide Prevention Network Groups (Core Group, Location of Concerns Group and Communications Group) all of which support planning of the Fife Suicide Prevention Strategy and the annual Fife Suicide Prevention Campaigns.
- Presentations and events regarding various community safety and security topics to groups throughout Fife.

Community Safety Priority 1 – Unintentional Harm
Sarah Robertson, Scottish Fire and Rescue Service



Home Fire Safety

- The following home visits have fully resumed throughout Fife following the easing of the Covid pandemic restrictions:
 - Home fire safety
 - Safe and well (pilot)
- Detectors fitted where appropriate/necessary - To protect the most vulnerable, SFRS only fit interlinked alarms into owner-occupied homes where the individual / household is assessed as “high risk” through our Home Fire Safety Visit assessment process. If the individual / household does not meet these criteria, staff will provide safety advice, information and details of the revised legislation during the visit. Interim detection can also be supplied if the property has no detectors at present.
- Fire retardant bedding and blankets are issued at risk assessed properties to potentially reduce the consequences if a fire were to start within the bedroom
- Sensory Impaired Alarms fitted as necessary.
- Work is ongoing to develop the Fife Hoarding Strategy.

Home Safety and Security

- The following home visits have fully resumed throughout Fife following the easing of the Covid pandemic restrictions:
 - Home security for those experiencing domestic abuse/violence
 - Child safety for families with children under 5 years of age
 - Home safety for vulnerable adults

- Community Safety engagement events targeting various home and fire safety issues, most recently in relation to the dangers of button batteries.

Road Safety

The Road Casualty Reduction Group has been re-established after a period of inactivity following the coronavirus pandemic. The group is now chaired by PI Stuart Allan, Police Scotland with Sarah Robertson SFRS deputy chair. The group meets quarterly. The first meeting was held in December 2022 when a Terms of Reference was presented for members to consider and feedback on at the next meeting. The priorities of the group have been agreed as –

- Tackling drivers who are impaired.
- Tackling high risk behaviour.
- Educate young people, inexperienced road users and risk takers.
- Support high risk groups, older people, motorcyclists, pedestrians, children & cyclists.
- Support primary and secondary schools.
- Speed enforcement at targeted locations.

Group membership is made up from Police Scotland Road Policing, Fife Division, Scottish Fire and Rescue Service, Fife Safer Communities, Roads & Transport Services, Education & Children's Services and East Camera Safety Unit.

The Cycling Scotland Road Safety manager will attend the next meeting to brief on what initiatives/support they can assist with in Fife.

Events developed and carried out to date during 2022-23 were:

- Drivewise 65+
- In car Safety
- Young Driver

Water Safety

Water Safety is overseen by a bespoke core group.

The Fife Water Safety Group meets quarterly with attendance from water safety partners from across Fife.

A Fife Council water safety policy has not been developed as there is no-one within Fife Council with both the expertise and capacity to take this forward (all Fife Council bodies of water must be risk assessed individually) however a PAWS (Partnership Approach to Water Safety document) has been produced for Fife. The PAWS document is a multi-agency approach to improving water safety in Fife by combining the knowledge and experience of partners who best understand, and can manage, risks in and around water.

The main FWSG areas of work for 2023 are:

- Water Safety Education: 2023 school inputs are presently being planned by partners
- Water Safety Engagement Days: A Coastal and Inland water safety engagement day is planned for 2023 in Fife and partners have also been asked to plan ahead for Drowning Prevention Day 2023.
- Waterside Responders Scheme: The Fife Water Safety group has recently been awarded £2000 from Fife Charities Trust to buy throwlines for the Waterside Responders Scheme which will be rolled out across Fife this year.
- Drowning and Incident Review (DIR) Process: DIR aims to gather data and understand the contributory factors of a water-related incidents to help gain a better understanding of how to prevent similar incidents occurring in future. A DIR tabletop exercise is planned for the water safety group in 2023.
- Water Safety Concerns in Fife: Any concerns around water safety in Fife can be sent to the Fife Water Safety group where experts in water safety can collectively discuss the concerns and identify how to improve the situation.

Community Safety Priority 2 – Tackling Offending

Adam Smith, Police Scotland



Work in partnership to prevent violence

Police Scotland Community Safety Officers have provided personal safety talks to vulnerable groups, to encourage good safety practices when they are at home or travelling.

Since January 2022 numerous home safety visits have been carried out to victims of crime to reduce the risk of them becoming a repeat victim. During these visits victims have been given advice, safety equipment and assistance with funding to increase security of their property and referred on to relevant agencies where necessary.

Over the festive campaign period talks and crime prevention stalls were held at various locations. This year these stalls incorporated safe night out information, including drinks covers, bottle spikeys and relevant literature. The message provided was about not only looking after yourself on night out, but those around you also. Considering the bystander approach and planning transport. A stall was held in St Andrews Student Association building in November. Festive Campaign also included leaflets drops with both of Fifes PSYV Groups.

Police Scotland Community Safety officers regularly provide lone working talks to numerous charities and organisations, this years has included are Staff, Ginger Bread Fife and CluedUp, among others. These talks provide advice on how they the volunteers can keep themselves safe when working with their clients. They also include internet safety with them, regarding social media usage and settings.

On 10th and 11th June 2022, they assisted at Levenmouth Academy's MVP event by partaking in group work with young adults. The sessions focused on changing behaviours to reduce violence and look at the bystander approach.

Fife currently has 27 licenced premises participating in Best Bar None, which encompasses as safe night out, looking at procedures, policies and extra safety measures put in place throughout the assessment. For 2022 19 of those premises have achieved Gold Standard and 8 have achieved silver.

Punch Beyond is a targeted initiative developed and led by Dunfermline Police Community Team with partners from Active Schools, Boxing Scotland and Trench Boxing Gym. It aims to improve the quality of life for young people in the region by giving them a range of new skills and insight into the consequences of violence. Through specialist workshops, education is provided to young people on the influences that cause conflict and violence, giving them guidance on how to rationalise these types of situations to make better choices.

Punch Beyond is a block of six boxing sessions at Trench Boxing Gym, in this environment we strive to encourage good fitness and wellbeing educating participants on the four core values of Boxing Scotland – courage, determination, respect and passion. Educational seminars focusing on the impact of violent activities and harm reduction are presented by a range of agencies, including Police Scotland, NHS, SACRO, Active Schools and Barnardo's.

The objective of this initiative is to enrol young people with complex backgrounds and additional support needs. These include those witnessing domestic violence in the family home, displaying violent behaviour and confrontation in public and private settings, isolated and self-harming, affected by parental mental health issues and positive role models.

Community Safety Partners continue to work alongside Fife Violence Against Women Partnership to further develop the 16 days of activism campaign each November to work together with other agencies to offer support to victims, along with an overall Woman's Safety Campaign across the year.

Violent crime in Fife has seen a 5.7% reduction in serious assault and 0.7% in common assault. Encouragingly crimes involving offensive weapons and bladed instruments have reduced by 16.4%

Support prevention and education activities concerning Counter Terrorism

During this reporting period Police Scotland continues to work closely with members of the Fife Contest Multi Agency Group with continuous updates provided in relation to the Protect, Prepare and Prevent strands of the UK Governments Counter Terrorism Strategy.

Within the Prevent strand of the Contest strategy Fife and Police Scotland has seen the implementation of the Prevent Multi Agency Panel (PMAP) chaired by Local Authority and attended by relevant stakeholders. This implementation involved the training of key staff by UK Governments Home Office and is now well established in Fife.

Prevent training was provided by Police Scotland and Local Authority staff to Fife stakeholders and includes Social Work Children and Families, Supervised lodgings, Education Child Protection Co-Ordinators and Social Work Adults team.

Police Scotland staff continue to provide inputs relating to the Protect and Prepare strand with building and personnel security and mail handling training given to staff with partner agencies. Regular updates are shared by email to all stakeholders providing security updates and the opportunity to attend NaCTSOS Protective Security workshops.

In May a Fife Council Move to critical workshop facilitated by Police Scotland raised key areas of work and identified lead services to drive work forward within Fife Council and in August Police Scotland held and presented safety briefings with local councillors providing them advice and a guide to personal security.

In addition to the continued work within the Protect and Prepare strand stakeholders attended Police Scotland Headquarters where they were provided with a tour of the newly created Multi Agency Co-Ordination Centre (MACC). The arrangements were well received by all and it was agreed that a Multi-Agency exercise will take place in early 2023 to test the current set up.

Throughout 2022 the continuous good work by Fife Council staff recognised the training requirements of other services and working in partnership Police Scotland and Fife Council staff will provide additional Prevent training for Social Work, Fife Foster carers and Fife Education Child Protection Officers.

Support prevention and education activities concerning Serious and Organised Crime Groups and Human Trafficking

Fife Partnership against Rural Crime (PARC) resumed in September 2022 allowing us to continue our work in rural safety while offering preventative advice to those involved helping us to work together to deter and disrupt rural crime.

Scottish Partnership against Rural Crime (SPACR) is a multi-agency partnership involving key organisations collectively working together to prevent, reduce and tackle rural crime, particularly from the ever increasing threat posed by SOCGs throughout Scotland.

Driven by SPARC, Police Scotland and several other English counterparts have formed 'Operation Hawkeye' specifically targeting transient criminals in cross border rural crime. Through co-ordinating effective and pro-active partnerships 'Operation Hawkeye' seeks to strengthen cross border working and reduce opportunities for those individuals intent on causing the greatest threat, risk or harm to rural communities on both sides of the border.

Multi-agency work has been ongoing regarding young people in residential care settings to prevent and disrupt County Line activity. Young people are often placed some distance from their hometowns to break connections with organised crime groups and prevent exploitation, with Fife hosting young people from across the UK. This has involved working closely with County Lines/Youth Risk Officers, Placement Teams and Social Work.

Community Policing Teams have compiled comprehensive intelligence packages and ensured that these are shared with local officers for their awareness and action where the young person is observed within the community. This has successfully prevented attempts by Organised Crimes Groups to re-connect with and further exploit young people.

The above work supports enforcement activity by Police Scotland, that can be summarised as follows from January 2022-January 2023:

- 34 people arrested and charged with being concerned in the supplying of controlled drugs
- 1 person reported for human trafficking/ immigration related offences
- 1 person identified as being involved in laundering significant amounts of money via crypto currency with suspected international

Organised Crime Group links

- £220,000 worth of class A drugs recovered (Including Heroin and Cocaine and Ecstasy)
- £7.5 million worth of class B drugs recovered (Cannabis and Amphetamine)
- £25,000 worth of class C drugs recovered (Diazepam)
- £120,000 cash recovered/seized

Tackle and prevent Hate Crime and support those affected by it

A multi-agency Hate Crime core group has been established in Fife, cognisant of HMICS recommendations.

The Police Scotland Fife Division Equality, Diversity and Inclusion team (EDI Team) conduct a wide range of work throughout the year, across all protected groups to raise awareness and understanding of hate crime and reporting. The team provide training in relation to Third Party Reporting and the Keep Safe scheme. In recent months, refresher Third Party Reporting training has been delivered to new staff members at St Andrews University allowing better support for our student and wider community in St Andrews. The training profile was raised when PC Tweedie attended the BAME Student Union Network group at St Andrews University alongside the University Campus officers. They offered some hate crime awareness and the different ways in which you can report hate crime highlighting the third party reporting through the trained members within the University. Ongoing links have been established with the Student Union group and the EDI team.

The EDI Team monitor and record hate crimes and incidents within the division. Additionally they analyse hate crime data supplied by divisional analysts per quarter. The purpose of this is to identify both vulnerable/repeat victims and repeat offenders so they can, if appropriate, offer additional support.

This is bolstered by the external Hate Crime Core Group established and chaired by Police Scotland; the purpose of which is to address these emerging trends; allowing tactical level decisions to be made by the group on intervention, prevention and assess the wider impact on our communities. Membership of the core group includes lead practitioners from key partners who can influence operational activity and procedures within their organisation.

One such partner is The Hive in Kirkcaldy, a newly opened LGBTI centre for the Fife community. The EDI Team liaised with the local Kirkcaldy Community Team and have established a police surgery with the community officers whereby they will attend bi monthly at the Hive and offer advice and guidance to help build relationships with our LGBTI Community.

Deliver and develop preventative measures to address cyber related crime

Cybercrime is a growing and evolving issue where even the most informed individuals can find themselves subject to a fraud.

Cybercrime information has formed part of the Police Scotland Community Safety Officers personal safety visits and commercial visits. For home safety visits, victims are given advice regarding passwords, scams and social media where relevant. During commercial visits businesses are signposted to SBRC and cyber essentials. They are also provided advice regarding passwords, scams and social media (staffs and business).

Internet safety talks have been provided to P6's in schools across Fife. We have also provided information stalls at some school parent's nights. These provide information of safeguarding young people while they are online, game age rating, talking to strangers, privacy settings and image sharing. We have numerous talks and parents night stalls coming up.

When referrals for victims of fraud are received they are provided with either advice over the phone, a leaflet pack is sent to them or a home visit. They are also offered home visit to discuss further.

We are currently working in partnership with Trading Standards where we are completing the permission forms for TruCall Blockers. We then sent these to Trading Standards and one of their officers will attend and fit the equipment. To ensure more of these are fitted in homes to victims who are experiencing high volumes of telephone scams.

Community Safety Priority 3 – Antisocial Behaviour
Joan Lamie, Safer Communities Team, Fife Council



Increase use of early intervention and prevention to tackle public space ASB, deliberate fire setting and off-road vehicle nuisance

Use local knowledge and data systems to identify those areas of Fife most affected by public space ASB:

- Operational meetings are ongoing in each of the seven local committee areas with representatives from SCT, Housing, Police Scotland and SFRS to discuss emerging/ongoing issues in each of the areas. The purpose is to develop a partnership response (public and private space) and if required significant challenges are escalated to local People and Place Groups and/or to groups such as Improving Levenmouth together/Kirkcaldy Together.

Develop opportunities for early intervention and prevention designed to educate people about the risks and consequences of public space ASB:

As the Covid restrictions eased, Youth Diversion activity has resumed and the following initiatives carried out:

- a 'Golf Diversion' initiative in partnership with Fife Golf Trust and Dunnikier Golf Club.
- SCT Youth Justice staff supported Levenmouth Academy with the delivery of the 'Mentors in Violence Prevention programme'.
- SCT staff supported delivery of the F24 programme in Auchmuty High School
- Two 'Diversifire' programs were delivered by SFRS, SCT and supported by Police Scotland, covering West Fife and Lochgelly/Cowdenbeath localities.
- SCT Staff in partnership with Community Social Work Team supporting a program delivered by Creative Change Collective in the Kirkcaldy area.
- SCT Youth Justice staff have also delivered targeted inputs across Fife to pupils ranging from P5 - S4 focussing on what is ASB, types and potential consequences/what the youth justice system looks like. Staff have also delivered 'No Knives Better Lives' sessions within

local High Schools and 'off campus' facilities, including Rimbeltown PSS. Staff also supported St Columbas with the implementation of the 'Mentors in Violence Prevention programme'.

- In response to requests from schools, SCT Youth Justice staff delivered specific ASB sessions in schools and provided long term support in Lochgelly HS, following on from a similar input previous quarter to Woodmill HS.
- SFRS held ten Fire Setter Intervention engagement sessions with young people where they discussed the dangers and consequence associated with fire setting to prevent future fire setting incidents/ASB.
- Youth Justice Officers also continue to look to develop with partners and colleagues where necessary, opportunities for early intervention and prevention which are designed to educate people about the risks and consequences of public space ASB.

Improve and promote local and Fife-wide joint working between agencies and communities involved in addressing public space ASB:

- Opportunities and gaps are identified on an ongoing basis through local People and Place groups to ensure tailored responses to specific area needs, with some areas forming subgroups or time specific working groups in response to emerging issues.
- Levenmouth area have meetings have focused on the public space element with an expanded their membership to include more partners such as CLD, Clued Up, Includem and SCT Youth Justice. This has ensured more effective partnership working through an early intervention response to emerging issues, by arranging joint working, joint patrolling, and local resources information sharing. This meeting runs in advance of the Improving Levenmouth Together Initiative and will provide this group with updates on emerging/ongoing issues and the partnership responses.
- South West Fife also has an ASB/vandalism group (chaired by Police and including representatives from SCT, SFRS, Fife Council CLD, Clued Up). It was agreed that local Police/SCT staff would liaise to coordinate intelligence, resources re patrols and intervention at identified times for more efficient joint working and sharing up to date lines of communication/intelligence. Safer Communities Youth Justice staff are also working with local SWF education colleagues to arrange visits to local schools to provide 'ASB' inputs.
- Kirkcaldy Area held a development session in September in advance of the formation of a Kirkcaldy Together Initiative, which has become an overarching group to help address public space ASB issues, facilitate partnership responses, engage with communities, and develop more positive opportunities for young people in the Kirkcaldy Area connected to ASB. Learning from the Levenmouth approach, this group has been developed to suit the needs of the local area, where issues raised by local communities via Neighbourhood Development Planning groups, partner organisations such as Education, Fire and CLD as well as third sector providers can be fed in, the group is co-chaired by Police and SCT.
- In the previous quarter, Kirkcaldy area also formed a response to off road motorbike issues has seen a multi-agency approach with Police, SCT, Tenant Participation and Parks Streets and Open Spaces carry out site visits to identify problem locations and entry points to large grass area at "Rabbit Braes" with work underway to block the access to nuisance motorbikes and quads. Patrolling by SCT has seen intelligence gathered and has allowed positive action to be taken by the Police to seize vehicles and report offenders.

- **Bonfire Framework**

Every year thousands of people enjoy fireworks and bonfires to celebrate all sorts of occasions. While most enjoy them responsibly, in the wrong hands they can, and do, cause real misery. A dangerous minority deliberately use fireworks to harass people or damage property.

The purpose of the framework, led by SFRS, is to co-ordinate enforcement and education activities carried out by local partners during the bonfire period in October and November. A working group is established, and meetings are scheduled to ensure delivery is consistent and resourced.

All the partners work towards one aim, which is to highlight and remove any potential risks in the period leading up to, during and after bonfire night.

In the weeks leading up to Bonfire night, partners promoted the dangers of fireworks and bonfires and the damaging effects that their misuse can inflict. Partners worked together to promote fire safety to the general public and to pupils in the primary and high schools in Fife. Particular attention was paid to local area trends and statistics provided through evidence based analysis. All with a view of combating anti-social behaviour in relation to illegal bonfires and the misuse of fireworks.

Promote pro-social behaviour via variety of social media platforms:

- Social media continues to be used regularly by various partners, with resharing of relevant partner information where appropriate. This includes targeted posts and campaigns in response to emerging/ongoing issues.
- Social media continues to provide a means to raise awareness of how to report ASB as well promote services who can provide information and support.

Deliver improved outcomes for customers experiencing antisocial behaviour in a private space setting

Identify opportunities for community engagement in each of the seven local areas:

- The recent integration of Housing's Tenant Participation Team with Safer Communities has strengthened opportunities for engagement with communities. Staff from community safety partners can attend residents' meetings, allowing them to hear direct of ongoing issues and work with communities to help reduce the incidences and impacts.

- Local 'walkabouts' continue to take place across Fife with Safer Communities, and other community safety partners regularly in attendance. Again, this provides the opportunity to hear directly about local issues and respond appropriately.

Support for those experiencing ASB:

- Fife Community Safety Support Service continue to provide practical and emotional support to those who are experiencing ASB as well as offering mediation as a means of early resolution and prevention.
- With the Safer Communities Team now established as the single point of contact for domestic ASB complaints, work continues, to refresh and improve existing procedures to provide customers with a streamlined response to their complaints, a more supportive and efficient customer service with an aim to resolve issues experienced at the earliest opportunity. Since the changes were introduced, feedback from local Housing Teams has been very positive, with working relationships described as excellent.

Community Safety Priority 4 – Community Justice**Tricia Spacey, Safer Communities Team, Fife Council****Impact of Covid 19**

The coronavirus pandemic has presented global problems and new challenges. These are mirrored within the Justice System as Courts have battled to maintain services, prisons have had to take unprecedented actions and staff have had to consider their own safety whilst undertaking day-to-day tasks

It is important to note that while, the strategic focus on community justice was diluted during the pandemic, individual partners continued to show innovation, compassion and determination, developing and delivering services in new ways. Some of the initial changes, including virtual meetings, virtual client and customer interaction have proven to work well and will remain as options moving forward.

Individual service reports and our local annual return to Community Justice Scotland provide more detail on activity and outcomes and are suggested reading for more detail.

- [Community Justice Outcome Activity – Local Area Return Fife](#)
- [Fife Council Justice Social Work Service Priority and Development Plan](#)
- [Fife Justice Social Work Performance Review and Delivery Plan](#)

Fife Community Justice Working Group

More recently there has been an appetite and capacity to focus on the strategy underpinning local activity and the governance around it. Following the local elections earlier this year the decision was made to establish a Community Justice Fife Working Group, as subgroup of the wider Community Safety Partnership. While it remains appropriate for an overarching partnership which oversees the local delivery of community justice and safety, it became apparent that it was not possible to discuss the wide variety of topics within one single meeting.

At the moment this group continues to oversee delivery of the existing [Community Justice Outcome Improvement Plan 2021-2022](#). Work has not yet begun on developing a new plan because there have been significant national developments, not all of which have been finalised.

National Framework

2022 saw the publication of the revised [National Strategy for Community Justice](#), with new National Aims and Priority Actions which aim to safely reduce unnecessary use of justice interventions and to enable growth in community integration. This new strategy was informed by the cumulative evidence base of community justice activity since 2016 and engagement by Scottish Government with a wide range of stakeholders and sets out revised ministerial direction for partners.

Progress will be measured by the new iteration of the Outcomes, Performance & Improvement Framework. While we have received an indication of what priorities will be outlined in this framework, we are waiting for final confirmation before we begin to discuss further how we will develop our local activity in line with both national and local priorities.

Community justice in Fife is very much part of the wider community safety and community planning framework and, as such, recognises the importance of the review and refresh of Fife's Community Plan ([Plan for Fife Update - 2022](#)). With a focus on 'Recovery and Renewal' following the Covid pandemic, this revised vision will underpin the work of all local Community Justice partners, both as individual partners and when together as a partnership.

28th February 2023

Agenda Item No. 04

Consultation on the Local Transport Strategy for Fife

Report by: John Mitchell, Head of Roads and Transportation Services

Wards Affected: All

Purpose

The purpose of this report is to highlight consultation on the proposed new Local Transport Strategy for Fife, underway between Monday 20 February and Sunday 2 April, and to request feedback from Partners.

Recommendation(s)

It is recommended that:

1. The Board provides feedback on the following questions:
 - a. To what extent do Partners support the proposed vision and priorities?
 - b. Do Partners have any additional policies or actions related to the strategy?
 - c. How can Partners support the delivery of the strategy?
2. Partners consider providing formal feedback via the online survey; and
3. Partners agree to promote consultation through appropriate channels.

Resource Implications

Many of the proposed actions outlined in the draft strategy will require partnership working. Following consultation, Fife Council will prepare an action plan. Partners are encouraged to support the delivery of the action plan.

Consultation is being carried out by Fife Council officers, with production costs met by existing service budgets.

Legal & Risk Implications

The Local Transport Strategy is a non-statutory document, however it will support Fife Council in carrying out its statutory duties.

Input from Partners is key to supporting a strategy that represents the views of all Fifers.

Impact Assessment

A Strategic Environmental Assessment and Equality Impact Assessment have been undertaken and form part of the consultation.

Consultation

The proposed strategy has been developed based on extensive previous consultation, including:

- Feedback from partners, stakeholders and the community during the Main Issues public consultation, held January to March 2022
- Feedback on emerging policies from Councillors at a workshop in September 2022
- Extensive engagement with Fife Council and Partner officers

1.0 Background

- 1.1 In April 2021 the Economy, Tourism Strategic Planning & Transportation Sub Committee agreed that Fife Council would update the Local Transport Strategy for Fife (2021 ETSPT 70 para 164 refers).
- 1.2 The Local Transport Strategy sets Fife Council's vision and action plan for transport over the next ten years. It will guide the management of the whole transport system, including active travel, public transport and the road network, ensuring that external funding opportunities are maximised.
- 1.3 Officers have developed the draft strategy based on:
 - Extensive consultation
 - Analysis of transport data and modelling
 - A Preliminary Appraisal in accordance with the Scottish Transport Appraisal Guidance

2.0 Issues and Options

Draft strategy

- 2.1 The proposed vision is that by 2033, Fife's transport system supports our communities with affordable, seamless and sustainable access to all aspects of our daily lives.
- 2.2 The vision is supported by four priorities:
 - Fair access to daily activities
 - Safe and secure travel for all
 - Just transition to net zero
 - Transport network resilience
- 2.3 The priorities and actions are detailed in the draft strategy, available online at www.fife.gov.uk/transportstrategy and in hard copy form on request at Fife Council Customer Service Centres.

Consultation activities

The purpose of consultation on the draft strategy is to seek community, stakeholder and partner views on the priorities and level of ambition, and to gather any additional ideas.

Consultation activities have been designed to be engaging and accessible to all, and are outlined below:

- Online survey, with paper copies available at Fife Council Customer Service Centres
- Three pop-up public consultation events
- Workshops with officers and stakeholders, including the Place Leadership Groups
- Workshops with partner and community groups, including the Fife Centre for Equalities, Fife Environmental Partnership and Auchmuty High School

Promotion of the consultation will include social media, radio advertising and stakeholder emails.

3.0 Conclusions

- 3.1 Fife Council is consulting on its proposed new Local Transport Strategy, which sets a vision for fair, sustainable access for all and an accompanying and action plan for transport over the next ten years.
- 3.2 Partners are encouraged to provide feedback on the strategy, promote the consultation and submit via the online survey.

List of Appendices

1. Local Transport Strategy for Fife 2023-2033 (draft for consultation)

Background Papers

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

Not applicable

Report Contact

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Equality Impact Assessment Summary Report

(to be attached as an Appendix to the committee report)

Which Committee report does this IA relate to (specify meeting date)?

Fife Partnership Board, 28 February 2023

What are the main impacts on equality?

Transport is crucial for all Fifiers to access their daily activities. Two of the four priorities particularly support equality:

- Fair access to daily activities
- Safe and secure travel for all

What are the main recommendations to enhance or mitigate the impacts identified?

The strategy recommends supporting accessible walking, cycling and wheeling infrastructure and public transport. A key action is to commence a programme of accessibility audits.

If there are no equality impacts on any of the protected characteristics, please explain.

Not applicable

Further information is available from: Name / position / contact details:

Matthew Roberts,
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Foreword

I am delighted to introduce Fife Council's proposed new Local Transport Strategy, which sets out our vision for fair, sustainable access for all in Fife. I have worked with Councillors, officers and stakeholders to build consensus, and now we want to hear your views.

You know Fife's transport system best, and I invite you to attend our consultation events and complete our survey to help shape the final strategy.

This strategy sets out how we will tackle some big challenges. The transport system must support Fifiers to get to work, education and health appointments despite rising costs of living. And we must transition to net zero emissions and protect our network to tackle the Climate Emergency.

By delivering our ambitious objectives and actions, we will show the value of investing in Fife and empowering our community.

We want to reduce the need for you to travel and make it easier to walk, cycle, wheel and take the bus and train. Everyone has a part to play in delivering the strategy, so we look forward to hearing your suggestions.



Cllr. Altany Craik

Spokesperson – Finance, Economy & Strategic Planning, Fife Council

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1 Introduction

1.1 Purpose

This draft Local Transport Strategy for Fife sets out Fife Council's proposed vision and action plan for transport for the next ten years, until 2033.

The strategy will help us prioritise our operations and investments to tackle the most important issues. This will ensure we can make the most of future opportunities, for example technology and government funding.

This document outlines the vision, objectives and policies. Detailed actions are provided in Appendix A.

1.2 Methodology

1.2.1 Strategy development

The strategy has been developed by Fife Council, with reference to the Scottish Transport Appraisal Guidance. It is based on evidence from transport modelling and analysis, publicly available data, previous consultations and the Main Issues consultation.

In early 2022 we consulted on the Main Issues, where we asked Fifers what their transport challenges were and what ideas they had to improve transport in the future. We undertook 17 stakeholder workshops and received 1336 responses to our survey.

We have assessed the effects of the proposed strategy on the environment and on all Fifers in our Strategic Environmental Assessment (Appendix B) and Equality Impact Assessment (Appendix C).

1.2.2 Future scenarios

The world is changing fast. We have assessed the strategy to see how it performs in three plausible alternative future scenarios (Table 1).

Table 1. Alternative future scenarios

Scenario	Description
1. Traffic growth	Falling cost of electric vehicles; more face-to-face work and shopping
2. Traffic reduction	High living costs; more remote working and online shopping
3. Climate and supply disruption	Increased extreme weather due to climate change and more supply chain and price shocks due to political, social and economic instability

2 Context

2.1 Fife’s transport system

Transport gives us access to our daily activities. In Scotland, people make on average 2.7 trips per day¹ to socialise, commute to work or education, go shopping or attend healthcare appointments. Access to activities supports our social wellbeing, physical and mental health and our economy. It also enables tourism in Fife.

We can access many of our daily activities online, or by living close by. This can reduce the need for us to physically travel.

Fife Council provides a range of transport services and support others by working with partners, including Transport Scotland, Regional Transport Partnerships, Network Rail and bus and rail operators (Figure 1).

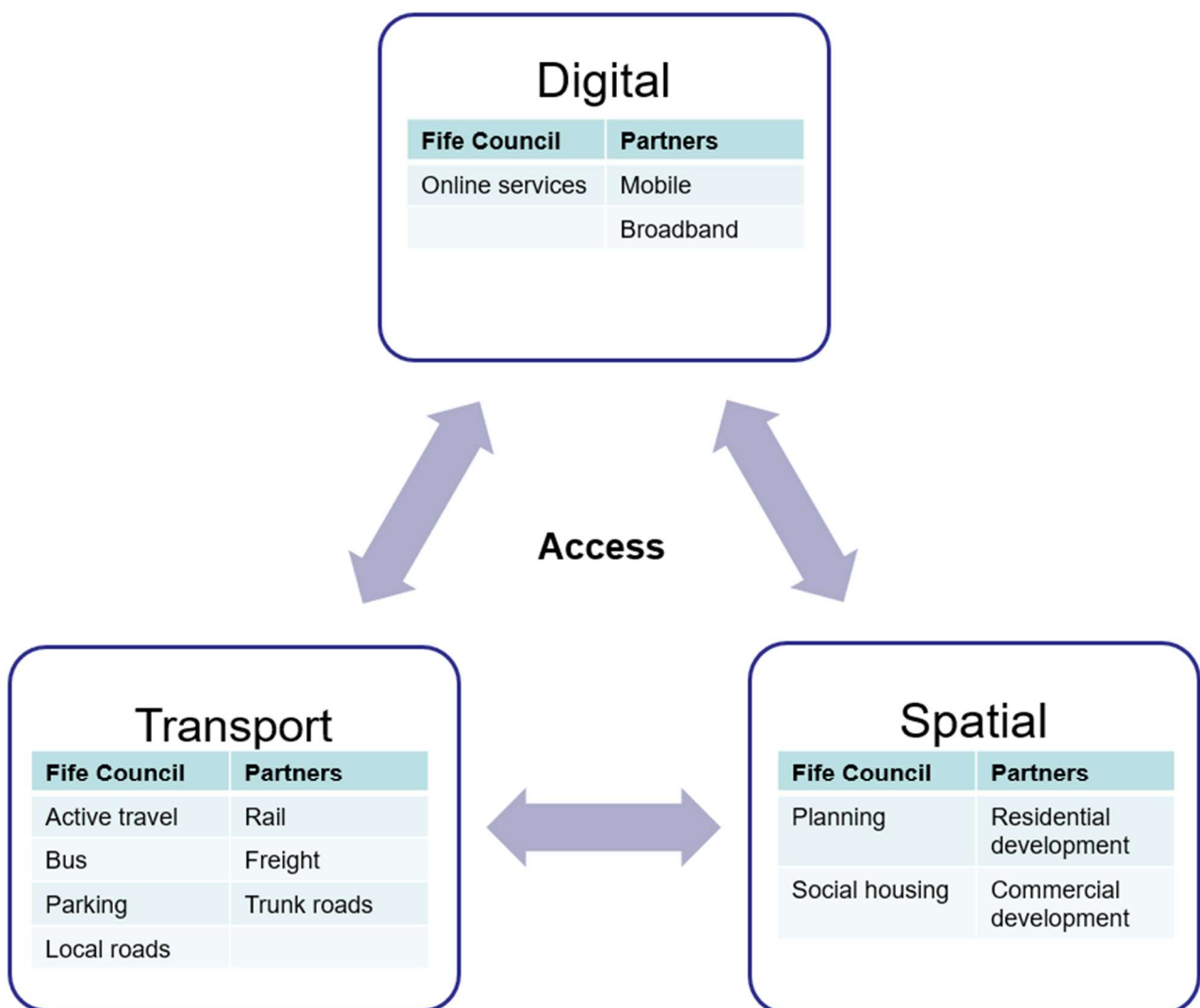


Figure 1. Fife Council's main roles in providing access to daily activities

¹ Transport Scotland (2020) Covid-19 Weekly Transport Trends. Available at: <https://www.transport.gov.scot/news/transport-secretary-comments-on-weekly-transport-trends/> (Accessed: 07 February 2023).

This strategy focusses on the transport services that Fife Council directly provides as well as how we will work in partnership.

2.2 Progress since 2006

Many of the proposals set out in the previous Local Transport Strategy for Fife 2006-2026 have been delivered, including:

- Halbeath Park and Ride
- The commitment to open the Leven Rail Link in 2024
- New active travel routes, including links to new schools and between Kirkcaldy and Thornton
- Ongoing delivery of the Strategic Development Areas, including the Dunfermline Strategic Intervention Measures

The Queensferry Crossing has also been constructed by Transport Scotland, safeguarding a vital strategic route.

However, most journeys are still made by car. Before the COVID-19 pandemic, there had been a decline in bus use and only a minor increase in walking (Table 2).

Table 2. Mode of travel in Fife (2019)²

Method of travel	Journeys in Fife (2019)
Car	70%
Walking, cycling and wheeling	20%
Public transport	10%

During the pandemic, walking, cycling and wheeling doubled and public transport passengers decreased by approximately 90%. Walking, cycling and wheeling has largely returned to pre-pandemic rates, but public transport figures remain lower.

2.3 Policy context

The strategy will help deliver the outcomes outlined in the priorities of the Plan for Fife and National Transport Strategy 2 (Table 3).

Table 3. Strategy outcomes

Outcome	How this strategy supports the outcome
Fife Partnership: Plan for Fife (2017-2027)	
Fife's community plan	
Opportunities for all	Improves access to opportunities to support a fulfilling and decent life
Thriving places	Supports places that promote wellbeing, where people have access to the services they need

² Transport Scotland (2020) Transport and Travel in Scotland 2019. Local Authority Table. Available at: [Transport and Travel in Scotland 2019: Results from the Scottish Household Survey | Transport Scotland](#) (Accessed 24 November 2022)

Inclusive growth and jobs	Contributes to economic growth; supports the focus on Mid-Fife
Community-led services	Puts communities and service users at its heart
Transport Scotland: National Transport Strategy 2 (2020) Sets a vision for Scotland's transport system for the next 20 years	
Reduces inequalities	Provides fair access and improves ease and affordability
Takes climate action	Supports the just transition to net zero and prioritises climate adaptation
Helps deliver inclusive economic growth	Supports a reliable, efficient and innovative transport system
Improves our health and wellbeing	Improves safety, security and supports healthy travel choices

The strategy is consistent with the Strategy Objectives and Regional Mobility Themes of the draft SEStran 2035 Regional Transport Strategy. At the time of writing, the Regional Transport Strategy is awaiting approval from Scottish Ministers.

The strategy is also closely aligned with other recent and emerging policy (Table 4).

Table 4. Related recent and emerging policy

Document	Purpose
Transport Scotland: Strategic Transport Projects Review 2	Informs strategic transport system investment in Scotland for the next 20 years
Scottish Government Update to the Climate Change Plan 2018-2032	Sets out the pathway to targets set by the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019
Fife's Economic Strategy 2017-27	Sets out how to improve Fife's economy
Climate Fife: Sustainable Energy and Climate Action Plan 2020-2030	Fife's response to the climate emergency
Fife Council: Local Development Plan 2	Sets out planning policies and proposals for the development and use of land across Fife
Tactran (Tayside and Central Regional Transport Partnership) Regional Transport Strategy	Provides a strategic framework for transport management and investment in the region

3 Our vision: Fair, sustainable access for all

Fife's transport system supports our communities with affordable, seamless and sustainable access to all aspects of our daily lives.

3.1 Priorities

Our vision is supported by four priorities.

3.1.1 Fair access to daily activities

Access to work, education, healthcare and leisure is crucial for our wellbeing and our economy. We will provide opportunities for all by focussing on walking, cycling, wheeling and public transport; supporting town centres; and integrating transport with the built environment.

Outcomes: Opportunities for all; inclusive growth and jobs; reduces inequalities; helps deliver inclusive growth; improves our health and wellbeing

3.1.2 Safe and secure travel for all

Our transport network should be accessible and safe for all members of the community. We will focus on improving safety, security and access for all protected characteristics, especially disabled people and all genders.

Outcomes: Opportunities for all; community-led services; reduces inequalities; improves our health and wellbeing

3.1.3 Just transition to net zero

Fife Council declared a climate emergency in September 2019 and has committed to a just transition to net zero by 2045. We will provide leadership in working with others to decarbonise the transport sector by encouraging sustainable travel and facilitating the roll-out of zero emission vehicles.

Outcomes: Thriving places; takes climate action

3.1.4 Transport network resilience

Safe and effective operation of our transport network is crucial to keeping Fife moving. We will focus on proactive maintenance and resilience in the face of supply chain disruption and extreme weather caused by climate change.

Outcomes: Inclusive growth and jobs; takes climate action; helps deliver inclusive economic growth

3.2 Our vision in practice

The Levenmouth Reconnected Programme is an example of how we will achieve our vision. Fife Council are working in partnership to provide a step change in sustainable transport infrastructure. Figure 2 illustrates our vision in practice.

1. Levenmouth Rail Link: Reopening Leven and Cameron Bridge stations, with direct rail services to Edinburgh
2. Levenmouth Connectivity Project: Connecting the communities of Levenmouth with a walking, cycling and wheeling network that is accessible to all
3. Levenmouth Bus Service Action Plan: Improving bus network integration between the communities of Levenmouth and the new rail link
4. Levenmouth Reconnected Programme: Maximising the social and economic opportunities of the new rail link
5. Supporting community groups to deliver the areas of focus of the Plan 4 Levenmouth Area Local Community Plan



Figure 2. Our vision in practice

4 Fair access to daily activities

Access to work, education, health services and leisure activities is crucial for our wellbeing and our economy.

Fife's combination of urban and rural means that many rely on their car to get about. However, cars are expensive. In Fife's most deprived areas, only 60% of households have access to a car, compared to 90% in the least deprived (Figure 3).^{3,4}

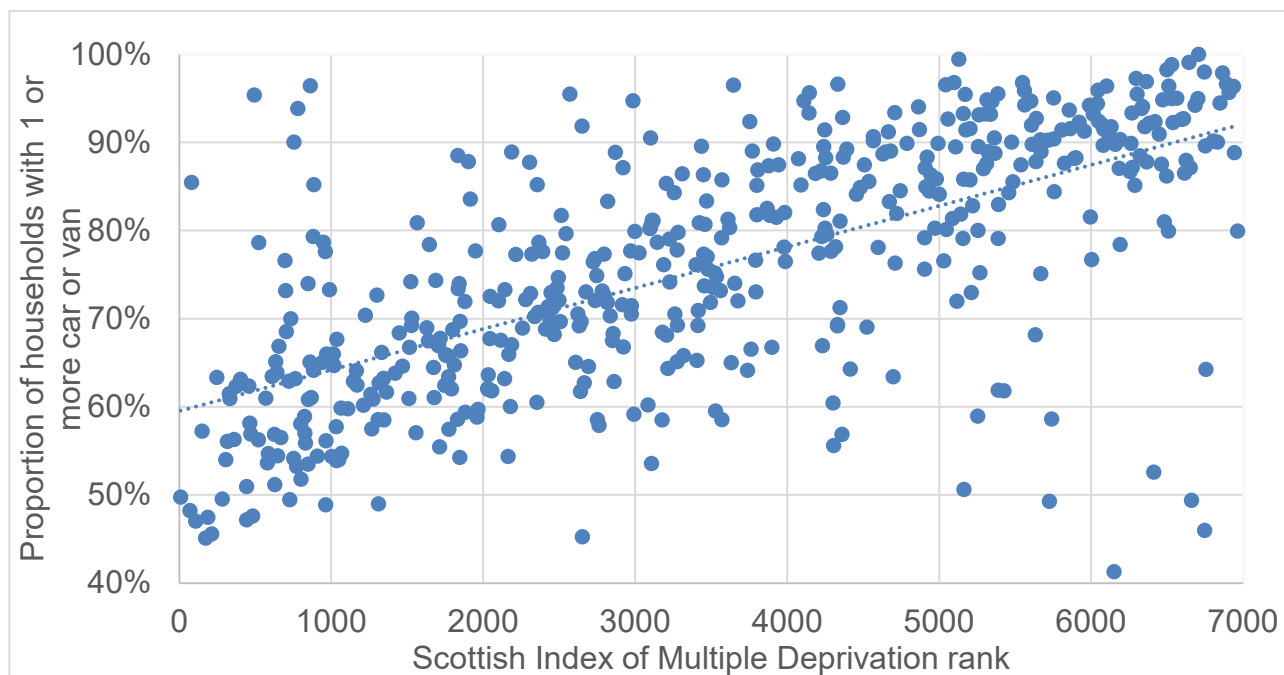


Figure 3. Comparison of deprivation and car ownership for Fife datazones

Before the COVID-19 pandemic, households in Scotland spent approximately 15% of their total household expenditure on transport and vehicles.⁵ The increased rate of inflation and cost of fuel due to the current Cost of Living Crisis both limits people and businesses' budget for travelling and increases the cost of travelling, making it harder for many people to get about.

51% of Main Issues consultation survey responses indicated support for walking, cycling and wheeling and public transport, while 17% supported cars and road maintenance. Cars will always play an important role in Fife, but we must focus on levelling up access by other modes of transport.

Sustainable Travel Hierarchy

National Transport Strategy 2 prioritises sustainable travel:

1. Walking and wheeling

³ Scotland's Census (2011) Scotland's Census 2011 Results. Available at: <https://www.scotlandscensus.gov.uk> (Accessed 16 December 2022)

⁴ Scottish Government (2020) Scottish Index of Multiple Deprivation 2020. Available at: <https://www.gov.scot/collections/scottish-index-of-multiple-deprivation-2020/> (Accessed 16 December 2022)

⁵ Transport Scotland (2022) Scottish Transport Statistics 2021. Chapter 10 – Finance. Available at: <https://www.transport.gov.scot/publication/scottish-transport-statistics-2021/chapter-10-finance/> (Accessed 10 January 2023)

2. Cycling
3. Public transport
4. Taxis and shared transport
5. Private cars

Policy 1: Embed the Sustainable Travel Hierarchy on all Fife Council projects.

This approach supports the Plan for Fife and National Transport Strategy 2 outcomes 'opportunities for all' and 'reduces inequalities'.

4.1 Access by walking, cycling and wheeling

Half of journeys in Fife are under 3km,⁶ short enough to be walked, cycled or wheeled within 15 minutes. However, 31% of Fifers are classified as obese,⁷ in part due to a sedentary lifestyle.

Levels of walking, cycling and wheeling dramatically increased during the COVID-19 pandemic, with cycling peaking at 250% of pre-pandemic rates. There is an opportunity to lock in these sustainable habits, improving our wellbeing and reducing carbon emissions.

Objective 1: Increase the proportion of trips that are walked, cycled or wheeled to 30% by 2033, from a baseline of 23% in 2019.

Fife has 330km of traffic-free walking, cycling and wheeling routes. 70% of survey respondents find it easy to walk, cycle or wheel for short trips. However, respondents also told us that the network is disjointed; feels unsafe; and lacks cycle parking and wayfinding.

Significant Scottish Government funding is currently available to construct new walking, cycling and wheeling infrastructure. Our whole system approach, including segregated routes, parking, wayfinding, bike provision and education, will be developed in greater detail in our upcoming Active Travel Strategy.

Policy 2: Support community groups from all areas to build capacity and deliver community-led active travel projects.

Policy 3: Promote cycle recycling and maintenance.

Policy 4: Support the adoption of new modes of personal mobility where they are legal and safe.

On many roads across Fife, footways are narrower than modern standards and carriageways are wider.

Policy 5: Take a strategic approach to allocating road space in line with our priorities.

⁶ Transport Scotland (2022) Transport and Travel in Scotland 2021. Travel Diary Tables. Available at: [Transport and Travel in Scotland 2020: Results from the Scottish Household Survey - PDF version | Transport Scotland](#) (Accessed 24 November 2022)

⁷ Scottish Government (2019) Scottish Health Survey. Available at: <https://scotland.shinyapps.io/sg-scottish-health-survey/> (Accessed: 11 June 2021).

4.2 Access by public transport

Fife is served by an extensive rail, bus and demand responsive transport network. Buses in Fife carried 33.8 million passengers in 2018/19 and annual rail passengers doubled to 6.1 million in between 1998 and 2018.⁸

Most bus services in Fife are provided on a commercial basis. However, Fife Council subsidises around 10% of the network deemed to be socially necessary (mainly in the evening/weekends but also in many rural areas). These routes carried 2.3 million passengers in 2019.

Public transport is expensive to operate, and access is constrained, particularly in rural areas, by the following factors:

- Timetable and ticket integration between competing commercial public transport operators
- Fare costs, which are rising at twice the rate of motoring costs⁹
- Journey time and frequency, which can be up to four times as long as driving
- Provision of early, late and weekend services

85% of survey respondents said it is easy to travel by car, versus 39% for public transport.

Many areas of Fife have excellent access to public transport, especially in the main towns and around the Forth Bridgehead. However, some areas are poorly served, in particular North East Fife and the West Fife villages (Figure 4).

⁸ Office of Rail and Road (2022) Estimates of station usage. Available at: <https://dataportal.orr.gov.uk/statistics/usage/estimates-of-station-usage> (Accessed: 12 August 2022).

⁹ Department for Transport (2020) *Transport expenditure*. Available at: <https://www.gov.uk/government/statistical-data-sets/transport-expenditure-tsgb13> (Accessed: 14 June 2021).

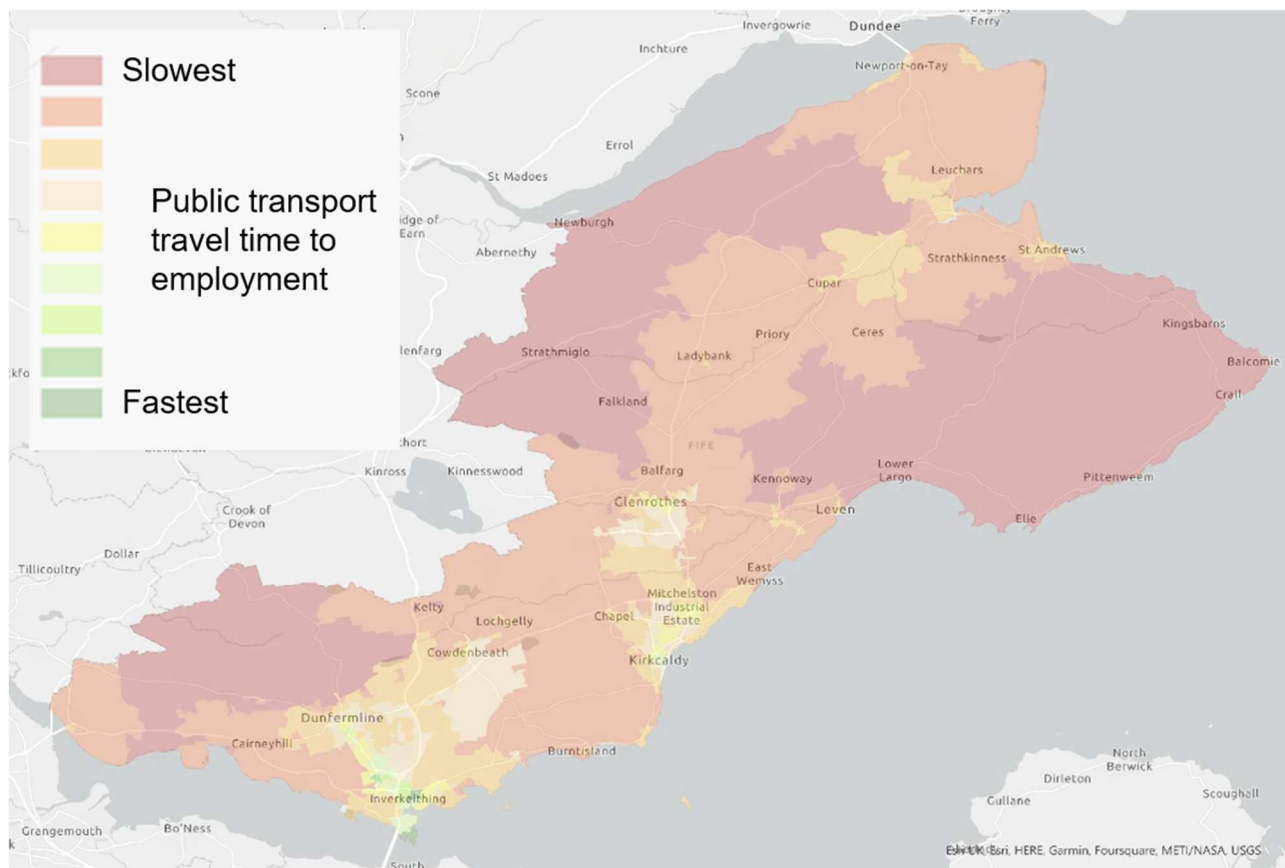


Figure 4. Levels of access to work by public transport across Fife

Objective 2: Work with partners to increase the proportion of Fife communities with access to key daily activities within one hour by public transport by 20% by 2033.

Fife Bus Partnership
 In 2021, Fife Council were awarded £1.8 million from Transport Scotland’s Bus Partnership Fund to explore ambitious schemes that incorporate bus priority measures to improve journey times and reliability. We are currently developing options along five corridors.

The COVID-19 pandemic had a significant impact on passenger numbers across the country and bus operators had to be financially supported through government assistance. Passenger numbers have now largely recovered, however commuting patterns remain uncertain and travel amongst the elderly has not yet reached pre-pandemic levels. Recent cuts in bus services, following the removal of government financial support, indicate some rebalancing of commercial bus networks. We will work with bus operators through Bus Service Improvement Partnerships to improve bus services within our remit. We will also explore the benefits of using the new Transport (Scotland) Act 2019 bus power to improve bus services within Fife.

Demand responsive transport

Go-Flexi and Fife Bus provide on-demand bus services for some rural areas and for people who are not able to access mainstream passenger transport. Fife Council will continue to support SEStran in their work delivering the outcomes of the Demand Responsive Transport (DRT) Strategic Study.

New transport technology

New technology offers huge potential to improve our transport system.

Autonomous vehicles	Fully autonomous vehicles are likely to be available to some users by the late 2020s, improving safety and allowing those who cannot drive access to a private car.
Battery electric vehicles	Vehicles powered by electrical energy stored in batteries and charged at charging points, with zero tailpipe emissions. Increasing ranges of light commercial vehicles and buses are becoming available.
Hydrogen propulsion	Vehicles powered by hydrogen fuel cells, refuelled at dedicated fuelling stations, with zero tailpipe emissions. These are likely to be rolled out especially for heavy, long-distance vehicles by the late 2020s.
Micromobility	Motorised personal transport devices, such as e-scooters and e-bikes, are being increasingly trialled and adopted.
Mobility as a service	Integrated ticketing and subscription-based transport services, currently being trialled by SEStran.
Internet of things	Connection of infrastructure and vehicles to the internet, allowing remote monitoring and control, is already widely available.

Fife Council continues to play a key role in the delivery of the Scottish Government's Under 22 and Over 60 free bus travel schemes. Fife Council also funds its own rail concession scheme for the over 60's which allows travel between Fife stations for £1.

Objective 3: Work with partners to increase the proportion of trips by bus to 10% by 2033, from a baseline of 6% in 2019.

Policy 6: Support:

- Improved integration between transport modes, including ticketing and timetables
- Fair rail fares across Scotland
- Free bus travel for those who need it most.

Public transport is critical for regional journeys. Fife has excellent links to Edinburgh and connectivity to Levenmouth will improve when the Leven Rail Link is opened in 2024. However, journeys between West Fife and the Forth Valley and between Fife and Perth take approximately twice as long as by car. There is also no direct rail access from north-east Fife and Dundee to St Andrews.

Objective 4: Work with partners to reduce public transport travel times between Dunfermline and Stirling and between Glenrothes and Perth by 30% by 2033.

Objective 5: Work with partners to reduce actual and perceived public transport journey times between St Andrews and Scotland's major towns and cities.

The increase in rail usage before the COVID-19 pandemic indicates the potential of rail for regional, centre to centre trips, complementing a local bus network. However, further growth is constrained by rail corridor capacity, and many off-peak services are poorly utilised. Fife Council will work with partners to support new rail links and stations in Fife, as well as enhancement of existing corridors. We will also focus on improving access to the rail network via walking, cycling and wheeling, bus and car parking.

4.3 Access to town centres

Our town centres are evolving, with a decline in retail and a new focus on diversification to include residential, leisure, community and other uses that generate a significant footfall. Transport can support current FIFEplan policy for 'town centres first', where towns should be designed to attract a large number of users but also a mix of uses.

Every town centre is different. In line with the Plan for Fife outcomes 'thriving places' and 'community-led services', we will take a place-led approach.

Objective 6: Provide travel choices for town centre access to contribute towards an increase in footfall by 10% by 2033.

Evidence shows that pedestrians spend more money in town centres than people arriving by car.¹⁰

Policy 7: Support place-led public realm improvements and re-design of town centre streets to favour people, maintaining appropriate access for disabled people, emergency services and deliveries.

Parking management, along with sustainable travel options, is a key measure to encourage sustainable transport. We will continue to manage parking supply in major towns and cities to balance access and sustainable travel priorities.

¹⁰ Living Streets (2018) *The Pedestrian Pound*. Available at: [pedestrian-pound-2018.pdf \(livingstreets.org.uk\)](#) (Accessed 29 August 2022).

4.4 Access to developments

The provision of services near people's homes improves access and allows us to reduce how much we travel. Land use development close to existing sustainable transport links, or with new infrastructure built in, can encourage sustainable travel habits. Currently, commercial incentives for developers combined with the planning system means many new developments continue to be car-focussed.

Fife Council is currently developing a new Local Development Plan, which will set out the planning policies and proposals for the development and use of land across Fife.

Objective 7: All newly approved developments within settlements, with greater than five dwellings or employees, are accessible by quality active travel and public transport by 2030.

Policy 8: Support policies that contribute towards the objectives of the Local Transport Strategy in Fife Council's new Local Development Plan 2.

The following policy recommendations would support the Local Transport Strategy:

- New developments should be located to reduce the need to travel and minimise the use of unsustainable modes, by the application of Transit-Oriented Development, 20-minute neighbourhoods and shared mobility concepts.
- All new developments (with greater than five dwellings or employees) must provide sustainable transport in line with the Sustainable Travel Hierarchy, including high quality active travel and public transport (and consideration of first- and last-mile trips).
- Developer contributions should be used to fund sustainable transport interventions in accordance with the Sustainable Travel Hierarchy.
- Where there is no existing service, developers must subsidise public transport services in new developments until passenger numbers reach commercial viability.
- Reduce the maximum parking allowed in some types of new development and support low/no parking developments.

Fife Council are currently investigating where in Fife it is possible for residents to meet the majority of daily needs within a reasonable distance of their homes (known as 20-minute neighbourhoods or local living).

Objective 8: Contribute to an increase in the proportion of 20-minute neighbourhoods in Fife by 10% by 2033.

4.5 Digital access

In autumn 2022, 38% of the UK workforce worked from home at least some of the time¹¹. 30% of all retail sales are now online. Digital technology can improve access and reduce the need to physically travel.

Policy 9: Support partners in the roll-out of superfast broadband, 4G and 5G to improve digital connectivity.

Policy 10: Support hybrid working and the provision of digital services, with appropriate in-person services for those who need them.

¹¹ ONS (2022) Public opinions and social trends, Great Britain: working arrangements. Available at: <https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/datasets/publicopinionsandsocialtrendsgreatbritainworkingarrangements> (Accessed 17 November 2022).

5 Safe and secure travel for all

Our transport network must be accessible and safe for all members of the community.

Much of Fife's transport system, including all of Fife's bus stations, is currently fully accessible, however there are many barriers to access in our public transport system, town centres and active travel routes. These lead to social isolation for many people or encourage private car use.

Health and demographics

10% of Fifers have health problems which limit activities 'a lot'. 20% are over the age of 65, and this is forecast to increase to 28% by 2038.¹²

Fife Equality Collective feedback

In March 2022, Fife Council heard feedback on the challenges of disabled people at the Fife Centre for Equalities Equality Collective event 'Let's Plan Transport':

- "I took the bus in, I always travel by public transport as I had to give up my car/driving due to disability."
- "I get a lift, I have been using the same private taxi now for 20 years as I am disabled (thrombosis) and use crutches to get around. I stopped using the bus as there's big drops and not everyone lowers the access. [Because of this] I fell twice, on the way to college and then work and was covered in mud waist down but still had to work in the café."
- "In our village [East Wemyss] we really value the 13 bus, it is small and accessible and is good for buggies, wheelchairs etc. The conductor waits as you get on, it's really made a difference. You just could not get up the steps that were so high they are nearly your height spiralling up, when you have difficulty even with small steps."
- "From my experience of dealing with mental health and still trying to be active, travelling, going to appointments and so on is so very difficult as there a lot of information but it's not clear, there's no clear help to get to where you need to go with all the changes"

Objective 9: Increase the proportion of bus infrastructure, active travel infrastructure and town centres that are compliant with the Equality Act 2010 by 20% by 2033.

The Plan for Fife outcome 'opportunities for all' is aligned with Fife Council's duty to advance equality of opportunity between people who share a protected characteristic and those who do not, under the Equality Act 2010.

Policy 11: Undertake and implement the recommendations of proportionate equality impact assessments on all Roads & Transportation projects.

¹² Fife Partnership (2020) *Fife Strategic Assessment*. Available at: https://know.fife.scot/data/assets/pdf_file/0009/301311/Fife-Strategic-Assessment-2020.pdf (Accessed 29 August 2022).

Activities to improve accessibility include the introduction and enforcement of the Transport (Scotland) Act 2019 footway parking ban and a programme of bus stop and active travel accessibility audits and improvements.

5.1 Safety and security

Despite investment in road safety leading to significant improvements over the past decades, in 2021, 74 people were seriously injured and 2 people tragically died in road accidents in Fife.

Fife Council share the Scottish Government's vision and interim targets for road safety.

Objective 10: Work with partners to reduce road deaths and serious injuries by 50% by 2030, and by 60% for children, with a view to achieving Vision Zero, a long-term aim for no road casualties, by 2050.

We will continue to work on infrastructure and behaviour change improvements and will update the Fife Council policy on speed limits, balancing the need to travel with the need to improve the quality of life and taking into account the emerging National Strategy for 20mph.

In addition to the real safety risk, a perceived lack of safety discourages people from walking, cycling, wheeling and taking public transport. 52% of survey respondents do not feel safe when walking, cycling or wheeling. 27% of respondents identifying as female and 33% another gender do not feel safe on public transport, compared with 22% of those identifying as male.

Objective 11: Increase the proportion of people who feel safe when walking, cycling and wheeling and on public transport by 20% by 2033.

Across the country, the transport system has traditionally been designed to serve commuters travelling to main centres and is less well suited to radial trips. This tends to favour predominantly male travel patterns. 51% of survey respondents identifying as female and 50% another gender find it easy to get to their work, education, health or leisure activities, compared with 60% of those identifying as male. Focussing on the Sustainable Travel Hierarchy and all trip types will support gender equality on our transport system.

Policy 12: Prioritise new street lighting based on the Sustainable Travel Hierarchy, especially walking, cycling and wheeling routes.

Policy 13: Fife Council believes everyone has the right to travel safely and any aggressive, bullying or harassing behaviour will not be tolerated on public transport.

6 Just transition to net zero

In 2019, Fife Council declared a Climate Emergency for Fife and agreed to provide leadership in working with others to address the urgent challenges. We acknowledge the Scottish Parliament target and seek to be carbon neutral by 2045. In our ‘Climate Fife: Sustainable Energy and Climate Action Plan (2020-2030) we outlined our vision for a Fife that is:

- Climate friendly
- Climate ready
- Climate just

72% of survey respondents are concerned about sea level rise, extreme weather and flooding; 41% consider their carbon emissions when planning a journey; and 63% would consider more sustainable travel.

Objective 12: Provide leadership in working with others to reduce Fife’s transport emissions by 56% by 2030, compared to a 1990 baseline.

Our current forecasts indicate transport emissions in Fife are on course to drop by 30% by 2035 (Figure 5).

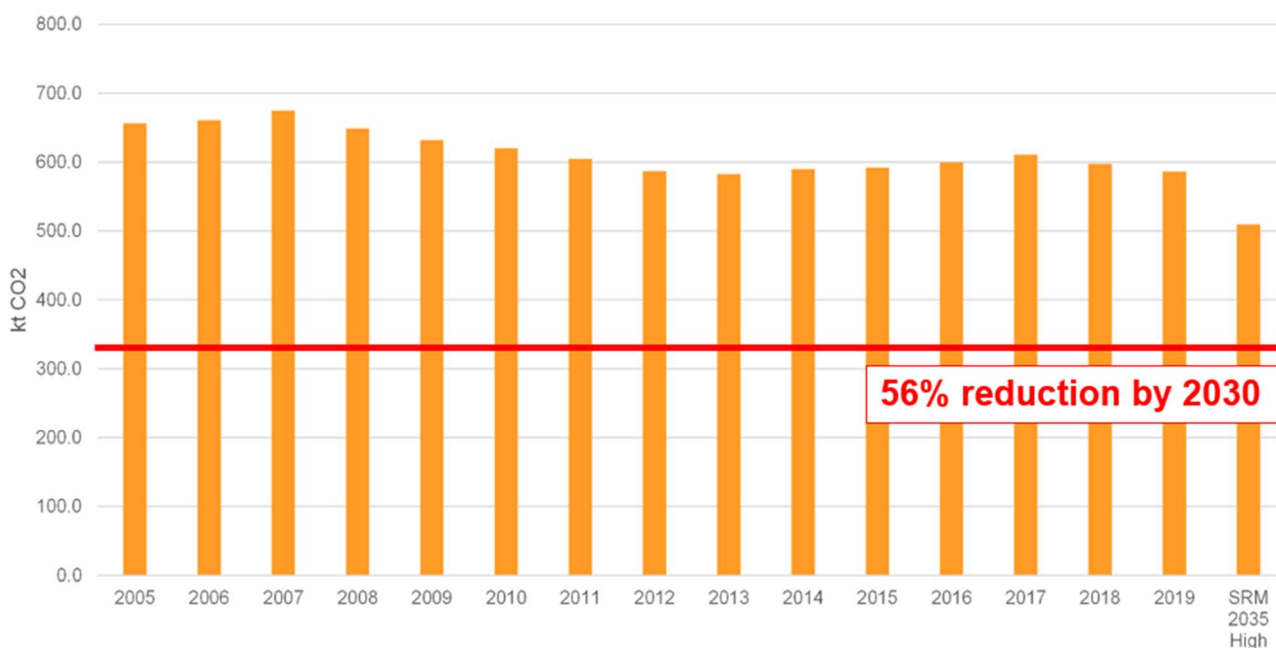


Figure 5. Historic and forecast carbon emissions from Fife's transport system

We recognise the importance and ambition of our target. We must reduce how much we travel; switch to walking, cycling, wheeling and public transport; and transition to zero emissions vehicles.

Our actions to support walking, cycling, wheeling and public transport outlined across our other priorities will play a significant role in delivering the just transition to net zero.

6.1 Traffic reduction

Analysis by the Scottish Government has indicated that a reduction in vehicle kilometres is required to meet decarbonisation targets.¹³

Objective 13: Support a reduction in vehicle kilometres travelled by 20% by 2030, compared with a 2019 baseline.

Traffic volumes have remained largely constant in Fife over recent years, with a drop in 2020 due to COVID-19.

This trend must be changed through:

- A reduction in trips
- A switch to walking, cycling, wheeling and public transport

Many measures which will lead to a reduction in traffic also support the other priorities in this strategy, for example improving digital services also improves fair access to daily activities.

Building new road capacity encourages new trips, which in turn leads to more congestion¹⁴. We must strike a balance between improving fair access and decarbonisation.

Policy 14: Do not support new road capacity unless:

- Other strategic priorities will be significantly disadvantaged or links to new developments are required; and
- Active travel and public transport are prioritised in line with the Sustainable Travel Hierarchy; and
- No traffic growth is generated.

6.2 Transition to electric vehicles

Fife Council currently provides 141 charging points throughout Fife¹⁵.

Electric vehicle uptake

There are currently 1500 electric vehicles registered in Fife.¹⁶ The number is forecast to increase to between 20,000 and 100,000 by 2030,¹⁷ (up to half of all vehicles).

¹³ Transport Scotland (2021) *Decarbonising the Scottish transport sector*. Available at: [Decarbonising the Scottish transport sector | Transport Scotland](#) (Accessed: 21 November 2022).

¹⁴ Department for Transport (2018) *Latest evidence on induced travel demand: an evidence review*. Available at: <https://www.gov.uk/government/publications/induced-travel-demand-an-evidence-review> (Accessed: 21 December 2022).

¹⁵ As of 21 December 2022.

¹⁶ Department for Transport and Driver and Vehicle Licensing Agency (2022) Licensed vehicles. Available at: <https://www.gov.uk/government/statistical-data-sets/all-vehicles-veh01> (Accessed: 11 August 2022).

¹⁷ Scottish Power Energy Networks (2021) SP Distribution Future Energy Scenarios: May 2021. Available at: https://www.spenergynetworks.co.uk/userfiles/file/SPD_DFES_-_Main_report_-_May21.pdf (Accessed: 17 September 2021)

Fife Council supports the Scottish Government's target to phase out the need for new petrol and diesel vehicles by 2030.

Electric vehicle charging is constrained by the following:

- A lack of off-street parking near to housing
- A lack of grid capacity.

Objective 14: Enable the fair roll-out of electric vehicle charging to provide appropriate numbers of chargers and levels of reliability as demand increases.

The roll-out of electric vehicles must be a just transition. We will support equitable access, especially until the cost of electric vehicles falls to that of petrol and diesel vehicles.

Policy 15: Work in partnership to provide public electric vehicle charging in locations where not commercially viable, scaled to meet demand, based on a new Public EV Charging Strategy & Expansion Plan (in development).

Policy 16: Support the decarbonisation of Fife's rail network, bus network and taxi sector.

Policy 17: Support the provision of residential electric vehicle charging solutions, where they are safe, fully accessible and do not reduce active travel provision.

6.3 Freight

The efficient movement of goods is essential to supporting Fife's economy. Many of Scotland's strategic freight facilities are in Fife, including major distribution centres and ports.

Most of the freight in Scotland is carried by road, with 2% of tonnage carried by rail and 35% carried by sea in 2020¹⁸. We support the decarbonisation of the freight sector, including the improved integration of rail and road and the decarbonisation of heavy goods vehicles.

An increase in online shopping led to an increase in van emissions of 25% between 2012 and 2019.¹⁹ Survey respondents noted the high volumes of freight vehicles, especially in rural villages.

Objective 15: Support partners to reduce truck tonne kilometres by 15% by 2030, compared with a 2019 baseline, while maintaining effective movement of goods.

¹⁸ Scottish Transport Statistics (2020) Scottish Transport Statistics 2021. Dataset for Chapter 3, 7, and 9. Available at: [Scottish Transport Statistics 2021 | Transport Scotland](#) (Accessed: 24 November 2022)

¹⁹ ClimateXChange (2021) Last mile delivery in Scotland. Available at: <https://www.climatexchange.org.uk/research/projects/last-mile-delivery-in-scotland/> (Accessed: 7 September 2021)

6.4 Fife Council's services

Fife Council monitors and reports its carbon emissions as part of our climate duties. We support national targets to reduce our own carbon emissions, however funding and support is urgently required.

Objective 16: Support the Scottish Government target to purchase no new petrol or diesel light commercial fleet vehicles by the end of 2025.

Objective 17: Reduce transport carbon emissions across Fife Council's services, including Roads & Transportation Services, Fleet Services and employee travel, by 75% by 2030, compared to a 1990 baseline, with a view to achieve net zero emissions by 2045.

7 Transport network resilience

Fife's transport network provides essential connectivity for our daily activities. The walking, cycling, wheeling, bus, rail and road networks must continue to support our daily journeys.

Transport network maintained by Fife Council

Total length of traffic free walking, cycling and wheeling routes: 330km

Total length of roads: 2466km

7.1 Climate change

Fife Council is committed to being 'climate ready', as set out in our Sustainable Energy and Climate Action Plan. Fife's coastlines and rural areas are particularly susceptible to the effects of climate change, and ageing infrastructure, including railways, are not designed to cope with extremes of temperature and water.

Climate change predictions

- Peak rainfall intensity will increase by 39% by 2080.
- The sea level in the Forth will rise by 0.86m by 2100.
- Peak river flows will rise by 53 – 56% by 2100.²⁰

Recent flooding events

On 12 August 2020, the main routes into Kinghorn (Kinghorn Loch Road and the A921 both directions) were all closed due to flooding and land slips.

²⁰ SEPA (2022) *Climate change allowances for flood risk assessment in land use planning – LUPS-CC1-v2*. Available at: <https://www.sepa.org.uk/media/594168/climate-change-guidance.pdf> (Accessed 10 January 2023).



Figure 6. Flooding on Kinghorn Loch Road, August 2020

The effects of climate change are already being felt. In addition to the heatwaves of 2022, 56% of survey respondents have experienced flooding in Fife. The increase in extreme weather will lead to increased flooding and closures. This will reduce access for all modes of transport, as well as a greater maintenance burden.

We will work with partners to plan for the current and future effects of climate change, defining and maintaining acceptable levels of risk. This includes partnership working actions outlined in Local Flood Risk Management Plans.

7.2 Road condition

In 2021/22 Fife Council resurfaced 3% of the road network. At present, approximately 34% of Fife's road network currently needs to be considered for maintenance, which is approximately average for Scotland.

Current geopolitical events are leading to supply chain disruption and dramatic cost variations, which affects how much work can be completed under existing budgets.

Objective 18: Retain current transport network transport network condition and availability.

Road defects artificial intelligence

Fife Council is trialling a new system to support our prioritisation of road maintenance (Figure 7). It is best used to complement existing road inspections.

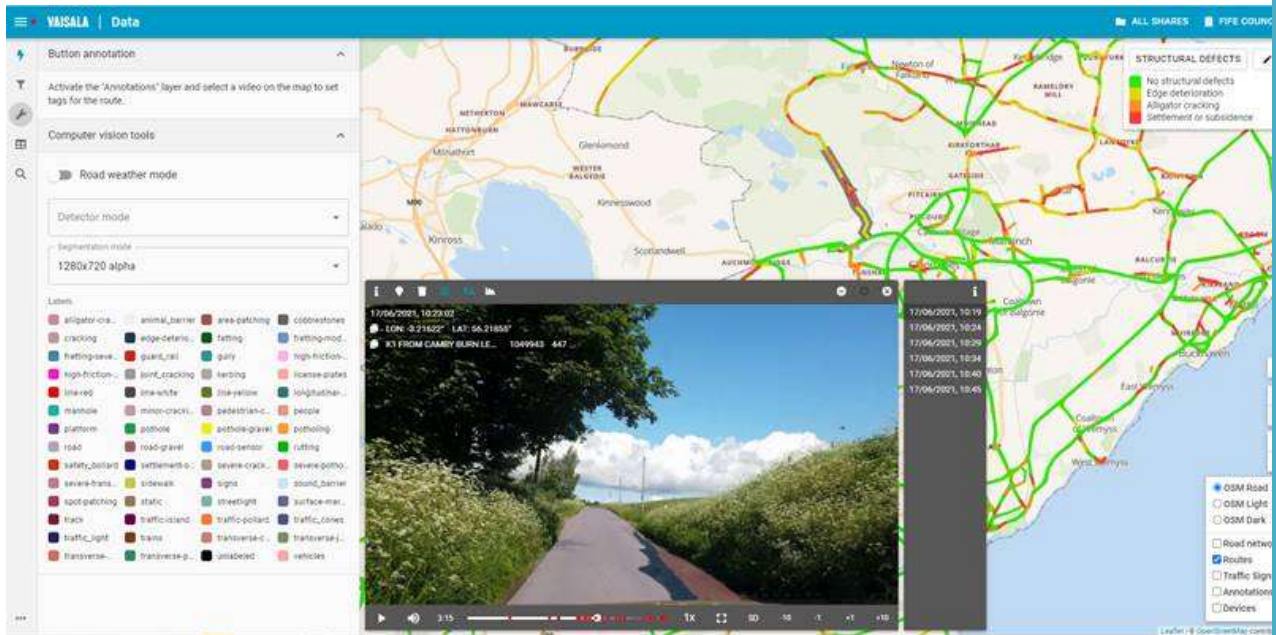


Figure 7. Road defect artificial intelligence user interface

5% of bridges are restricted by weight, width or height.

Objective 19: Reduce the number of weight, width or height restricted bridges from 5% to 3% by 2033.

We must also ensure that our maintenance regime reflects our strategic priorities.

Policy 18: Implement a regime of active travel asset management.

Policy 19: Continue to proactively prioritise and review asset and winter maintenance in accordance with the objectives of the Local Transport Strategy.

Policy 20: Deliver biodiversity net gain in all Fife Council transport projects through reduction in unnecessary road space and increased planting.

8 Delivering the strategy

8.1 Principles

This strategy sets out an ambitious vision and action plan for the future of transport in Fife. This section sets out how we will deliver on our vision.

8.1.1 Focus on outcomes

Without pre-conceived ideas of solutions, we can focus on those that provide best value to the community.

Sustainable Investment Hierarchy

National Transport Strategy 2 prioritises the most cost-effective, sustainable investments over more expensive, time-consuming ones:

1. Reducing the need to travel unsustainably
2. Maintaining and safely operating existing assets
3. Making better use of existing capacity
4. Targeted infrastructure improvements

Policy 21: Consider the Sustainable Investment Hierarchy in all transport projects.

Supporting sustainable travel behaviour is the most effective way to meet our priorities and is integral to the delivery of this strategy.

Adopting new technology can improve how we deliver on all levels of the Sustainable Investment Hierarchy and can lead to co-benefits, including inward investment and new revenue streams. However, innovation can lead to risks and can be challenging to integrate into working practises.

Policy 22: Support the trialling and adoption of innovative technologies, techniques and services.

8.1.2 Community-led services

The Plan for Fife outcome 'community-led services' puts people and place at the heart of decision-making.

Policy 23: Empower all of Fife's communities, including Fife Council Local Area Committees and community groups, to deliver actions from the Local Transport Strategy.

Fife Council will also work in partnership to deliver actions from the strategy.

8.1.3 Funding

Delivery of the strategy will require extensive funding and resourcing.

Fife Council will rely on funding from the Scottish and UK Governments, as well as from other sources, to deliver this strategy.

Grant funds often require delivery within a single year, with little time to plan in advance. Furthermore, our limited revenue budgets restrict how many new assets we can adopt. Therefore, it is difficult to commit to a pipeline of projects.

Fife Council will lobby the Scottish and UK Governments for a pipeline of capital funding and for increased revenue funding, to allow effective planning and resourcing of projects.

8.2 Next steps

Following consultation, we will update the strategy based on your feedback and we will develop an action plan for 2023-25. We are aiming to publish the final strategy and action plan in summer 2023.

Appendix A. Proposed actions

Priority	Reference	Proposed action	Timescale
Fair access to daily activities	Action 1	Develop an Active Travel Strategy and a Fife-wide active travel network, including the SEStran Strategic Network, Active Freeways, Interurban Active Travel Routes, Connected Neighbourhoods 20-minute neighbourhood improvements, Cycle Parking Hubs and wayfinding, to deliver effectively on Scottish Government funding commitments.	Year 1
Fair access to daily activities	Action 2	Embed the Sustainable Travel Hierarchy on all Fife Council projects.	Year 2-4
Fair access to daily activities	Action 3	Develop a strategic road space allocation framework to help us allocate road space in line with our priorities.	Year 2-4
Fair access to daily activities	Action 4	Deliver the Levenmouth Connectivity Project Active Travel Network and support partners in the delivery of the River Park Routes.	Year 2-4
Fair access to daily activities	Action 5	Deliver a public ebike share scheme pilot at Levenmouth and support bike and ebike share schemes by public or private operators.	Year 1
Fair access to daily activities	Action 6	Work with partners to deliver Bikeability cycling education to wider groups, including places of education and workplaces.	Year 1
Fair access to daily activities	Action 7	Implement a Low Traffic Neighbourhood pilot within the Levenmouth Connectivity Project to the ascertain the benefits and impacts of their wider delivery in Fife.	Year 5-10
Fair access to daily activities	Action 8	Pilot a town Circulation Plan, where direct vehicle routes are closed to improve safety and air quality and to encourage walking, cycling and wheeling.	Year 5-10

Priority	Reference	Proposed action	Timescale
Fair access to daily activities	Action 9	Develop a clear process to support community groups from all areas to build capacity and deliver community-led active travel projects.	Year 2-4
Fair access to daily activities	Action 10	Partner with the cycle charity support sector to support initiatives such as cycle recycling and maintenance.	Year 1
Fair access to daily activities	Action 11	Support the adoption of new modes of personal mobility where they are legal and safe.	Year 5-10
Fair access to daily activities	Action 12	Support the roll-out of superfast broadband, 4G and 5G to improve digital connectivity.	Year 1
Fair access to daily activities	Action 13	Explore the benefits of using the new Transport (Scotland) Act 2019 bus power to improve bus services within Fife.	Year 5-10
Fair access to daily activities	Action 14	Review Fife Council subsidised bus services and identify funding to optimise supported bus services, including frequency and operating hours.	Year 2-4
Fair access to daily activities	Action 15	Work with Bus Service Improvement Partnerships to identify and prioritise improvements to timetables and vehicles.	Year 5-10
Fair access to daily activities	Action 16	Work with the Fife Bus Partnership and Tayside Bus Alliance to deliver strategic bus priority measures (including the Tay Bridge Park and Ride).	Year 2-4
Fair access to daily activities	Action 17	Explore the potential of Fife Council's current Go-Flexi Demand Responsive Transport services to compliment and enhance wider public transport services within the region, particularly in rural areas.	Year 2-4
Fair access to daily activities	Action 18	Support community-led bus services to compliment and support Demand Responsive Transport.	Year 2-4

Priority	Reference	Proposed action	Timescale
Fair access to daily activities	Action 19	Work with partners, including SEStran, to roll out a Mobility as a Service transport subscription booking app.	Year 5-10
Fair access to daily activities	Action 20	Lobby for improved integration between transport modes, including timetables, and support the National Smart Ticketing Advisory Board to improve integrated ticketing.	Year 2-4
Fair access to daily activities	Action 21	Work with partners, including SEStran, to pilot a mobility hub at Leven Station and develop a business case for the delivery, operation and funding of mobility hubs at transport interchanges and key trip generators.	Year 1
Fair access to daily activities	Action 22	Support partners to establish car clubs at key transport interchanges and trip generators.	Year 2-4
Fair access to daily activities	Action 23	Partner with the Edinburgh and South East Scotland City Region Deal Workforce Mobility project and with businesses to trial specific public transport services and/or Mobility as a Service interventions to improve sustainable mode share to work. Partner with Fife's major employers to support the development and delivery of employer travel plans.	Year 2-4
Fair access to daily activities	Action 24	In partnership with SEStran, launch a refreshed Fife lift share scheme.	Year 1
Fair access to daily activities	Action 25	Support partners to undertake the Edinburgh/Glasgow-Perth/Dundee Rail Corridor Enhancements as recommended in the draft Strategic Transport Projects Review 2, to improve journey times and freight capacity.	Year 5-10
Fair access to daily activities	Action 26	Improve access to bus and rail services across the Forth by delivering the recommendations of the Cross-Forth Transport Appraisal.	Year 2-4

Priority	Reference	Proposed action	Timescale
Fair access to daily activities	Action 27	Deliver a park and ride at Rosyth railway station.	Year 2-4
Fair access to daily activities	Action 28	Support the community-led appraisal to improve transport connectivity in Newburgh, including consideration of the reopening of Newburgh railway station.	Year 2-4
Fair access to daily activities	Action 29	Support partners to undertake an appraisal to improve transport connectivity in Wormit, including consideration of the reopening of Wormit railway station.	Year 5-10
Fair access to daily activities	Action 30	Support partners to open a railway station at Halbeath Park and Ride.	Year 2-4
Fair access to daily activities	Action 31	Support partners in the extension of the Edinburgh & South East Scotland Mass Transit network to Dunfermline.	Year 5-10
Fair access to daily activities	Action 32	Support the investigation of a Cross-Forth passenger ferry service (Kirkcaldy or Burntisland to Leith, possible extension to Leven or East Neuk) through the development of a business case and identification of revenue funding.	Year 5-10
Fair access to daily activities	Action 33	Work with partners to deliver the Fife A92 Action Plan Priority Action List, especially those aligned with the Local Transport Strategy and Strategic Transport Projects Review 2.	Year 2-4
Fair access to daily activities	Action 34	Support a future bypass of Rosyth, linking the A823 (M) with the A925 west of Dunfermline.	Year 5-10
Fair access to daily activities	Action 35	Explore opportunities to re-time and coordinate traffic signals to increase sustainable travel priority and improve traffic flows. Technology will be piloted as part of the ongoing strategic bus priority measures project.	Year 2-4
Fair access to daily activities	Action 36	Work with partners to support targeted concessionary schemes for bus users.	Year 2-4

Priority	Reference	Proposed action	Timescale
Fair access to daily activities	Action 37	Support lower public transport fares in Fife as part of the Transport Scotland Fair Fares Review. Continue to support the Fife rail concession and explore options to improve the platform.	Year 2-4
Fair access to daily activities	Action 38	Support partners in the development of an appraisal and business case to consider the reopening of the West Fife Rail Link between Dunfermline and Alloa.	Year 2-4
Fair access to daily activities	Action 39	Support consideration of an improved rail corridor between Dunfermline and Perth in the Strategic Transport Projects Review 2 Edinburgh/Glasgow-Perth/Dundee Rail Corridor Enhancements.	Year 5-10
Fair access to daily activities	Action 40	Consider kickstart funding for express bus routes between Dunfermline and Stirling and Glenrothes and Perth.	Year 2-4
Fair access to daily activities	Action 41	Support the reintroduction of a ferry service between Rosyth and Europe.	Year 2-4
Fair access to daily activities	Action 42	Support partners to deliver the recommendations of the St Andrews Transport Study, which will include improved public transport infrastructure and services.	Year 5-10
Fair access to daily activities	Action 43	Review the Fife Parking Strategy to provide a vision and action plan for parking in Fife.	Year 1
Fair access to daily activities	Action 44	Continue to manage parking supply in major towns and cities to balance access and sustainable travel priorities.	Year 1
Fair access to daily activities	Action 45	Support place-led public realm improvements and re-design of town centre streets to favour people, maintaining appropriate access for disabled people, emergency services and deliveries.	Year 1

Priority	Reference	Proposed action	Timescale
Fair access to daily activities	Action 46	Provide parking on town centre peripheries with sustainable transport options to access town centres.	Year 5-10
Fair access to daily activities	Action 47	Support policies that contribute towards the objectives of the Local Transport Strategy in Fife Council's new Local Development Plan 2.	Year 2-4
Fair access to daily activities	Action 48	Include a policy in the new Local Development Plan 2: New developments should be located to reduce the need to travel and minimise the use of unsustainable modes, by the application of Transit-Oriented Development, 20-minute neighbourhoods and shared mobility concepts.	Year 2-4
Fair access to daily activities	Action 49	Include a policy in the new Local Development Plan 2: All new developments (with greater than five dwellings or employees) must provide sustainable transport in line with the Sustainable Travel Hierarchy, including high quality active travel and public transport (and consideration of first- and last-mile trips).	Year 2-4
Fair access to daily activities	Action 50	Include a policy in the new Local Development Plan 2: Developer contributions should be used to fund sustainable transport interventions in accordance with the Sustainable Travel Hierarchy.	Year 2-4
Fair access to daily activities	Action 51	Include a policy in the new Local Development Plan 2: Where there is no existing service, developers must subsidise public transport services in new developments until passenger numbers reach commercial viability.	Year 2-4

Priority	Reference	Proposed action	Timescale
Fair access to daily activities	Action 52	Deliver the Dunfermline Strategic Transport Intervention Measures, embedding active travel and public transport infrastructure in line with the Sustainable Travel Hierarchy.	Year 2-4
Fair access to daily activities	Action 53	Review the suitability of the proposed Strategic Development Area transport infrastructure as part of the development of Local Development Plan 2.	Year 2-4
Safe and secure travel for all	Action 54	Enforce the Transport (Scotland) Act 2019 footway parking ban, with agreed exceptions and within agreed timeframes, based on upcoming Transport Scotland guidance.	Year 1
Safe and secure travel for all	Action 55	Carry out prioritised accessibility and security audits of bus stops across Fife and undertake a programme of improvements, with a clear methodology to prioritise requests.	Year 2-4
Safe and secure travel for all	Action 56	Carry out prioritised accessibility and security audits of active travel routes across Fife and undertake a programme of improvements.	Year 2-4
Safe and secure travel for all	Action 57	Lobby partners to improve bus and rail service accessibility.	Year 2-4
Safe and secure travel for all	Action 58	Undertake equality impact assessments on all Roads & Transportation projects, proportionate to their scale and complexity, and implement their recommendations, balancing the needs of users.	Year 2-4
Safe and secure travel for all	Action 59	In partnership with the Road Casualty Reduction Group, develop a new Road Safety Action Plan to identify and prioritise actions to improve road safety in Fife.	Year 1
Safe and secure travel for all	Action 60	Continue to deliver infrastructure safety improvements through Route Accident Reduction Plans on key corridors.	Year 1

Priority	Reference	Proposed action	Timescale
Safe and secure travel for all	Action 61	Update the Fife Council policy on speed limits, taking into consideration Transport Scotland's emerging National Strategy for 20mph and Scotland's Road Safety Framework to 2030. Evaluate the outcome of the Crail A917 20mph speed limit trial and consider rolling out across other A-class village through-roads in Fife.	Year 1
Safe and secure travel for all	Action 62	Support enforcement and behaviour change through the Road Casualty Reduction Group.	Year 2-4
Safe and secure travel for all	Action 63	Review the trial of three School Streets and support schools to roll out across Fife.	Year 1
Safe and secure travel for all	Action 64	Support partners in the introduction and development of autonomous vehicles through trials, including Project CAVForth, where safe and legal.	Year 2-4
Safe and secure travel for all	Action 65	Update the street lighting policy to embed the Sustainable Travel Hierarchy, with clarity over off-road walking, cycling and wheeling routes.	Year 2-4
Safe and secure travel for all	Action 66	Continue to improve passenger safety at transport hubs, by providing more staff, CCTV and alarms, especially in the evening. Identify revenue streams to support these interventions.	Year 2-4
Safe and secure travel for all	Action 67	Work with Bus Partnerships to improve personal safety on public transport. Pledge support to the Hate Crime Charter.	Year 2-4

Priority	Reference	Proposed action	Timescale
Just transition to net zero	Action 68	Do not support new road capacity unless: - Other strategic priorities will be significantly disadvantaged or links to new developments are required; and - Active travel and public transport are prioritised in line with the Sustainable Travel Hierarchy; and - No traffic growth is generated.	Year 1
Just transition to net zero	Action 69	Continue to support hybrid working and the provision of digital services, with appropriate in-person services for those who need them.	Year 1
Just transition to net zero	Action 70	Undertake a behaviour change campaign to encourage a reduction in private vehicle travel, using the Transport Scotland 20% Traffic Reduction Toolkit.	Year 2-4
Just transition to net zero	Action 71	Include a policy in the new Local Development Plan 2: Reduce the maximum parking allowed in some types of new development, and support low/no parking developments.	Year 2-4
Just transition to net zero	Action 72	Deliver an anti-engine idling campaign.	Year 1
Just transition to net zero	Action 73	Support the private sector and community groups to install and operate public electric vehicle charging, by developing clear processes for adoption and operation.	Year 1
Just transition to net zero	Action 74	Work in partnership with Scottish Futures Trust to develop a Public EV Charging Strategy & Expansion Plan, and develop a further strategy to consider private on and off-street charging. Work with partners to model electric vehicle demand and grid supply to determine optimum roll-out.	Year 1

Priority	Reference	Proposed action	Timescale
Just transition to net zero	Action 75	Set prices for Fife Council electric vehicle charging services in line with commercial rates.	Year 2-4
Just transition to net zero	Action 76	Trial on-street residential electric vehicle charging solutions, where they are safe, fully accessible and do not reduce active travel provision.	Year 1
Just transition to net zero	Action 77	Support Transport Scotland and partners in the decarbonisation of Scotland's passenger rail services by 2035, including the Fife Circle. This includes modification of existing bridges.	Year 5-10
Just transition to net zero	Action 78	Support Bus Partnerships, as well as local manufacturers, to decarbonise bus services, including provision of electric bus charging.	Year 2-4
Just transition to net zero	Action 79	Explore funding, incentives and charging infrastructure to promote the uptake of low emissions taxis.	Year 5-10
Just transition to net zero	Action 80	Support partners to trial hydrogen vehicle propulsion in Fife, for example through the Tayside Hydrogen Project.	Year 2-4
Just transition to net zero	Action 81	Support partners to develop an inter-modal freight consolidation centre on the M90 or A92 corridor. This could include rail freight, hydrogen refuelling, electric vehicle charging and driver refuge.	Year 5-10
Just transition to net zero	Action 82	Support partners to develop sustainable, integrated freight infrastructure to enable the development of ports on the Forth estuary (including the proposed Forth Green Freeport), including rail access to Rosyth, the Charlestown Rail Chord and electrification.	Year 2-4

Priority	Reference	Proposed action	Timescale
Just transition to net zero	Action 83	Utilise the Fife Employment Land Strategy Review and SEStran Freight Study to map concentrations of freight activity and enable the development of partnerships to consolidate freight movements.	Year 2-4
Just transition to net zero	Action 84	Support commercial suppliers to develop heavy goods vehicle electric charging on key freight routes, including the development of digital forecourts.	Year 2-4
Just transition to net zero	Action 85	Support trials of innovative delivery techniques, for example drones or box bikes.	Year 2-4
Just transition to net zero	Action 86	Continue the rapid decarbonisation of the Fife Council vehicle fleet, including the purchase of new fleet vehicles and installation of chargers. Lobby the Scottish Government for increased funding to support for the renewal and decarbonisation of fleet vehicles.	Year 1
Just transition to net zero	Action 87	Identify high carbon activities and implement sustainable procurement practices, including assessment criteria, to reduce embodied carbon of infrastructure projects.	Year 2-4
Just transition to net zero	Action 88	Review the remainder of the Light Fife Green energy efficient lighting programme and prioritise in accordance with the updated street lighting policy.	Year 5-10
Just transition to net zero	Action 89	Continue to recycle the majority of excavated road materials and trial the use of recycled materials on more infrastructure projects.	Year 1
Transport network resilience	Action 90	Provide funding for pro-active maintenance programmes to retain the current network condition, reducing maintenance burden in the long term.	Year 2-4

Priority	Reference	Proposed action	Timescale
Transport network resilience	Action 91	Commence a programme of flood risk reduction for the Fife Council transport network, prioritised based on current best practice, including upstream measures, nature-based solutions and a proactive drainage maintenance regime.	Year 2-4
Transport network resilience	Action 92	Undertake a pilot to use technology to monitor transport network assets and understand real-time resilience risks, such as blocked drainage, slope stability and system exceedance. Technology could include Internet of Things or Earth Observation Data.	Year 2-4
Transport network resilience	Action 93	Work with partners to undertake a study on the effects of climate change and other disruption on the transport network and develop the means to mitigate. Disruption includes extreme weather and hydrological events; and transport demand due to changing land-use patterns. Mitigation could include level of service management and network alternatives; and opportunities for transport infrastructure to aid resilience, for example through flood water storage.	Year 2-4
Transport network resilience	Action 94	Continue to proactively prioritise and review asset and winter maintenance in accordance with the objectives of the Local Transport Strategy. Develop criteria to prioritise active travel maintenance.	Year 5-10
Transport network resilience	Action 95	Develop an active travel asset management inventory, commence an inspection regime and undertake active travel maintenance in accordance with the Sustainable Travel Hierarchy.	Year 1

Priority	Reference	Proposed action	Timescale
Transport network resilience	Action 96	Lobby Transport Scotland for revenue funding for all active travel infrastructure projects. Apply for maintenance funding as part of active travel capital funding applications.	Year 2-4
Transport network resilience	Action 97	Deliver biodiversity net gain in all Fife Council transport projects through increased planting of low-maintenance vegetation that allows safe operation of the road network. Take opportunities to reduce asset liability by reducing road width to that required by forecast traffic volumes.	Year 5-10
Transport network resilience	Action 98	Undertake a programme of targeted bridge improvements.	Year 5-10
Delivering the strategy	Action 99	Adopt the Sustainable Investment Hierarchy in all service provision.	Year 1
Delivering the strategy	Action 100	Support the trialling and adoption of innovative technologies, techniques and services.	Year 2-4
Delivering the strategy	Action 101	Develop community-led local area transport strategies.	Year 1

28th February 2023

Agenda Item No. 05

Fife Partnership Leadership Summits

Report by: Michael Enston, Executive Director, Communities

Purpose

To present the outputs from the Fife Partnership Leadership Summits held between August 2022 and January 2023 for consideration by the Board. The Leadership Summits brought together senior officers from across the Partnership to explore opportunities for further developing and delivering the strategic change ambitions set out in the Plan for Fife, Recovery and Renewal, 2021 – 2024.

Recommendations

Board members are asked to

- a) Consider the outputs from the leadership summit workshops and stocktake event, which are summarised in Appendices 1 and 2; and
- b) Take the outputs from the summit to their respective leadership teams for further consideration and discussion; and

Resource Implications

The strategic change ambitions will largely be delivered from existing resources across the Fife Partnership, although there may be value in calling on external expertise for some aspects of the work.

Consultation

Senior officers from across the Fife Partnership took part in the leadership summits and attended a final stocktake event on 18th January 2023.

1.0 Background

- 1.1 The social and financial challenges faced by communities prior to the Covid 19 pandemic continue to grow. The Plan for Fife recognises that our public services need to be fit for the future, sustainable and co-produced with communities if we are to address inequalities and boost life chances for all. To help address these

challenges, at its meeting on 23rd August 2022 the Partnership Board agreed proposals for a series of leadership conversations across the partnership on the future of services and the changes needed to respond to Fife priorities, national shifts, and social and financial pressures.

- 1.2 Following a launch event on 26th August, the leadership summits took the form of a series of topic-based workshops and masterclasses, which ran until December 2022. The aim of the conversations was to agree the vision and roadmap for the key areas of strategic change set out in Plan For Fife. Over 100 senior leaders from partner organisations were invited to take part in the conversations, which took the form of four sets of virtual, blended and face-to face workshops.
- 1.3 Working with colleagues, and building on progress to date, leaders were invited to explore :
 - The intent behind our vision for Fife
 - Our common purpose
 - The practical steps we need to take over the next three years to turn that vision into reality

2.0 Leadership Summits

2.1 Following a launch event on 26th August, a series of four masterclasses was held, drawing on expertise and insights from across the UK. Over 200 leaders from across the partnership attended these sessions. Videos of the four masterclasses can be viewed via the link below:

[Masterclasses | Our Fife Leadership Summits](#)

2.2 A series of 13 workshops was also organised across four strategic change areas:

- **Community Wealth Building** - Our economy should work for everyone. We are committed to a thriving Fife for all communities.
- **Working for Place** - Place is where people, location and resources combine to create a sense of identity and purpose. It is at the heart of addressing the needs, and realising the full potential, of communities.
- **No Wrong Door** - We need to improve the way we currently deliver support services to people and families in Fife. It can often be difficult for citizens, as well as staff, to navigate the service landscape and find the right support first time.
- **Health and Wellbeing** - Where we live has a direct impact on health and wellbeing. Our ambition is to make sure the fundamental building blocks needed for good health are in place for Fife.

- 2.3 Participants attended between three and four workshops to clarify Partnership ambitions in these areas. Each thematic workshop group discussed and agreed:
- Our shared policy ambitions;
 - Our desired state – where do we want to get to?
 - Where are we currently? What is the gap?
 - What are our recommendations to close the gap?
- 2.3 The outputs from workshop themes were summarised in four reports (Appendix 1.). These reports were then considered at a final stocktake event on 18th January 2023. This event gave senior leaders an opportunity to explore the visions coming through the thematic summits, to identify common ground and set out some clear and ambitious commitments that can be the foundation for our public service reform programme over the next three to five years. A summary of the main outputs from the Stocktake event is attached at Appendix 1.
- 2.4 Materials from the stocktake event can also be accessed online here: [OurFife Leadership Summits Stocktake | Our Fife Leadership Summits](#)

3.0 Next Steps

- 3.1 Following consideration of the summit outputs by the Fife Partnership Board, partner organisations are asked to discuss the strategic change ambitions and provide further feedback prior to the next meeting of the board on 2nd May 2023. In particular, community planning partners are asked to consider:
- What further work is needed to take forward the strategic change ambitions?
 - What contribution can their organisation make to a strategic change programme over the next three to five years?
 - What changes should we make to partnership governance and delivery arrangements in order to take community planning forward over the next few years?

4.0 Conclusions

- 4.1 The leadership summits have provided an opportunity for senior leaders from across the Fife Partnership to come together to discuss and agree a shared vision across the four strategic change areas of Community Wealth Building, Working for Place, No Wrong Door and Health and Wellbeing. This provides the basis for further work over the next three to five years to ensure that Fife's public services are fit for the future, sustainable and co-produced with communities

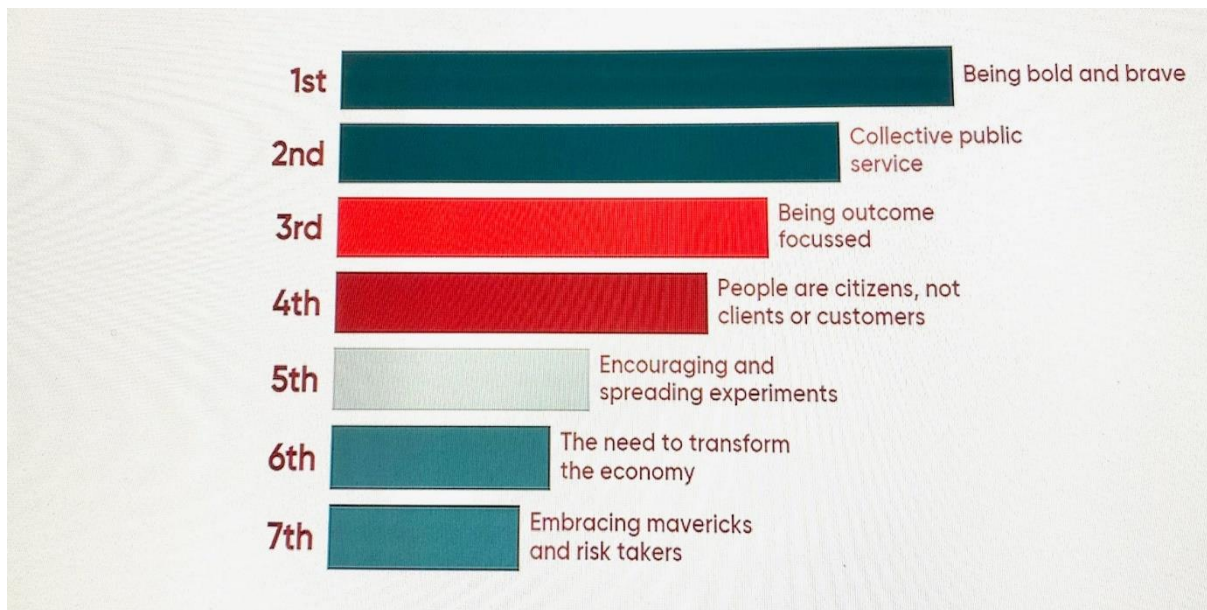
Report Contact

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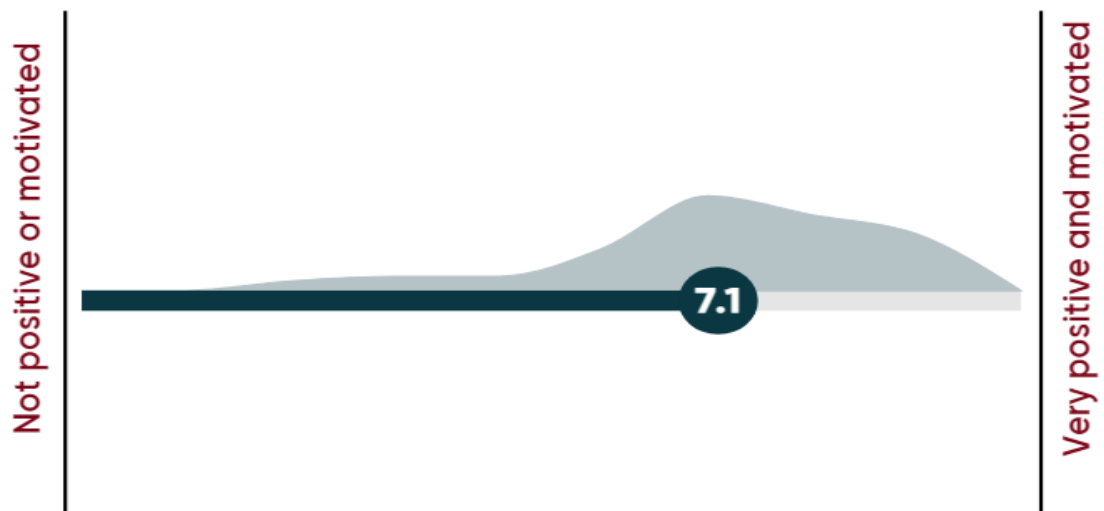


STOCKTAKE FEEDBACK 18 JANUARY 2023

Leadership Priorities



Positivity and Motivation



Draft Leadership Commitment

1. **Put Community Wealth Building at the heart of what we're doing**, so we :
 - actively engage and work with local business, start-ups and third sector to win more of our work
 - reach out our recruitment to local communities
 - prioritise CWB within our key strategies e.g. economy, climate, health

2. **Live up to the Place Principle**, so we :
 - work through a shared approach to how we inform, plan, review and engage locally
 - adjust our structures and operating arrangements to enable locally responsive teamwork
 - make resource decisions together

3. **Implement system change in how we are supporting people and families to improve their quality of opportunity and life**, so we :
 - commit to share knowledge, review our referral approaches, and redesign processes
 - join up our access and information
 - lead and invest in multi-service team working and skills

4. **Prioritise health and wellbeing when we plan our places and services**, so we :
 - Invest in local multi-disciplinary teams to facilitate local action
 - Prioritise the promotion of physical activity in our work to promote health and wellbeing
 - Work to create community networks and use all our assets to promote health and wellbeing, especially our green spaces

1 CWB FEEDBACK:

Put Community Wealth Building at the heart of what we're doing

Strong commitment to the principals and potential benefits of CWB. There was discussion and feedback about the degree to which CWB principals were understood in both organisations and within communities. There was also discussion about the clarity of the specific CWB goals that were being pursued.

- *A real chance to see fairly quick, significant results*
- *How would a function or service know that it wasn't taking a CWB approach*
- *The term isn't widely understood - need to find simple ways of expressing key concepts to all, including our citizens*
- *What is the big vision for all of this that creates buy-in?*
- *What does this actually mean in practice for Fife? In 5 -10 years how does this mean for us, communities, businesses etc*

Local recruitment and the role of anchor organisations in supporting local employment was a key theme of the discussions during the CWB workshops. This was also a theme that was fed back as important during the summit.

- *Public sector recruitment approach*
- *Quality jobs not just any job*
- *Having Fife people in the heart of our future workforce - being part of the new ways of working and serving our communities differently.*
- *Importance of growing local economy and jobs in key localities in Fife*

One of the key operational considerations in CWB is how we can advance this work via procurement processes. This was discussed during the workshops, and was the focus of some of the feedback from the summit. It was noted however, that this approach alone is insufficient.

- *Review procurement processes*
We need joined up procurement to assist local companies to increase employment
- *Supply chain opportunities go beyond just the winning of a contract.*
- *Not just about local procurement through contracting.*

One of most frequently stated areas of feedback from the summit discussion on CWB was link to community participation in CWB. Many comments emphasised the importance of this, and some explored the specific organisation considers that were important in achieving it.

- *Community ownership is key*
- *Involve communities in developing services.*
- *how this approach and CWB commitments are embedded in local community planning - and drive local work*
- *How do we achieve that genuine involvement of communities*
- *The focus should be on what communities need, not what services think they need*
- *We need to give a proper time commitment to community engagement. If we want communities to get involved we have to dedicate staff resource to this commitment.*

Some of the feedback on CWB from the summit identified or proposed specific areas of activity that could advance this work.

- *Do we need to relook at a basic income given some of the financial challenges and inequalities some of our communities are facing?*
- *More investment in building community teams - with enabling people family support before crisis*
- *Green and open space and free is the gem here*

2 PLACE FEEDBACK:

Live up to the Place Principle

Feedback from the summit in relation to the Place agenda identified the need to develop and share a clear vision for this work. In some cases specific options, models or potential local approaches were described.

- *Needs a practical Vision which the Community can understand and appreciate. Do we focus on target areas or 'spread the jam' across Fife?*
- *the role of area committees need to urgently define what is their vision of the place*
- *Need to work more with communities on the definition of place*
- *Are we able to have one team locally or are there a range of multi-agency teams?*

- *My sense is there is not a shared understanding yet and we need to do more on relationships across organisations to support shared understanding*

Within the discussion on generating a clear approach for the place work, there was feedback provided on the importance of engaging communities.

- *We must involve people meaningfully from the earliest possible stage, and ideally, right through to delivery of services, improvements - giving people ownership and responsibility (with support where capacity is lacking).*
- *Need to engage with communities now about what they want. Are our systems really set up to do that?*
- *need to make time to fully engage with communities*

Some feedback from the summit posed questions about the way that a place-based model could be deployed effectively across an area as large and diverse as Fife.

- *Recognising that there are 50 to 60 communities in Fife and their representation may not be served through a 7 area model.*
- *How are we functioning in our city regions, recognising the policies and funding levers aligned to city region/regionally approaches*
- *One size can't fit all Fife. It needs to be a targeted approach for some of Fife.*

Other feedback emphasised the fact that placed based approaches had historical precedents, and that this meant that a commitment to success was particularly important

- *Being clear that these commitments must be upheld. May seem to describe something that's already happening but in reality we haven't cracked it eg joining up info*
- *Joined-up local working across services is not a new concept. If we commit this time, we need to mean it.*

There was a wide range of responses that identified the challenges that needed to be considered and overcome if a place based approach was to be successful across the partnership. Specific themes such as funding and culture were identified.

- *We're not good at sharing resources across the partnership - we need to grasp this thistle.*
- *Need to understand holistically the different funding streams, the terms and conditions attached to them and whether they can be amalgamated and focussed to make a big difference.*
- *People, communities, outcomes, problems are interconnected and interdependent but our budgets are not, leading to inevitable silo structures.*
- *Avoid structural reform as the solution - culture is more important*
- *Culture before jumping to structure*

3 NO WRONG DOOR FEEDBACK:

Implement system change in how we are supporting people and families to improve their quality of opportunity and life

Feedback from the summit in relation to the provision of services to people and families reflected a strong desire to work in an holistic way and to move beyond current organisation / service focussed delivery.

- *Holistic approach required, not service based*
- *Need honest and respectful debate about teams working in similar fields - let go and come together for the greater good*
- *MDTs can't be add on to the old system - need new design*
- *Extending networks at operational level across Fife, not just leaders.*
- *We need to take a holistic view of support needed - not just service based. It's not just about better signposting*

The difficulties of current models / ways of working was highlighted as not enabling development or actively holding it back and so there is a clear need to tackle issues of governance, fiscal rules etc.

- *The perceived or interpretation of the 'rules/law' is a significant barrier - data sharing as an example. As anchor organisations we are data rich - what is the shift required?*
- *Governance of change, how does it work on such a scale with many different interests.*
- *Need a different platform to move this forward. Our current partnership mechanisms won't do it*
- *Take a longer term approach rather than a short term problem solving one. About scaffolding and sustainability*

The importance of cultural shifts across and within organisations to ensure more collaborative working in the future and also to consider the importance of shared training and development to create shared visions and practice

- *Recognise there isn't a settled end point now, will be ever changing picture as need emerges for people and families*
- *Reflect on what is working well, where and why.*
- *Joining of resources required, people will find it hard to do that. How do we support that?*
- *Culture change required for how we work with communities - relationships, holistic, stigma-free, rights-based - how do we make this normal practice*

The need to engage meaningfully with communities was agreed as the key next step and to be clear about what they saw as currently valuable and what they saw as most important moving forward.

- *The kind of community engagement we are talking about here and through other themes will need more investment of time, skills and tools than we maybe have at the moment*
- *what do people and families want/say?*
- *Co-design and co-production with citizens*
- *Engagement with citizens before we are too far down a path of change*
- *People and families feedback critical to ensure continuous improvement*

4 HEALTH AND WELLBEING FEEDBACK:

Prioritise health and wellbeing when we plan our places and services

As key employers in Fife we need to work to improve health and wellbeing in our own employees as well as across communities

- *Design the working day to support health and wellbeing. Work shouldn't make you ill.*
- *We all know the importance of physical exercise - this messaging probably needs to be ramped up at home, work and school.*
- *Well-paid, rewarding work can make the biggest difference - if SG prioritises funding for certain age groups, we as a partnership can choose to fund others if it leads to positive outcomes*

- *4 pillars (mental, physical, social & financial) of well-being are important - we can support our staff to ensure they are the 'healthiest' they can be under each.*

There is strong agreement of the inter-connectedness of health and well-being to other strands of P4F. As such it needs to be considered at strategic level in all strands

- *Recognition that physical wellbeing and mental wellbeing are intrinsically linked*
- *Linked to tackling poverty*
- *Financial well-being a big issue to be considered and impacts on other areas of well-being*
- *Need strategic commitment across all services and organisations to creating health in all that we do*
- *Services need to be affordable or free for many communities when we offer activities-needs factored in to budgets*

Prevention was seen as key to long term improvement and there was agreement of a need to move resources in this direction, as well as more integrated planning across partners

- *Could do with creating a prevention scorecard so we constantly look at how we're doing on things like improving physical activity*
- *this requires far wider engagement across services when planning service delivery*
- *More alignment with partner and council plans in terms of use of space, co-ordination and approach. One Vision for Fife, delivered collaboratively.*
- *Importance of prevention and the co-benefits relating to people and families*
- *Make it more difficult not to make these positive life choices*
- *Observation that we have great greenspaces in Fife and could do more work with spaces/places to promote*
- *Have to invest - taking green space as an example, you can't just leave the outdoors to take care of itself and expect to reap benefits for the communities...*
- *Beware of "lifestyle drift" - i.e. making this all about lifestyle 'choices' - it's about how we design our places and spaces to make it easy*

There was some discussion about the importance of role modelling and leadership for this theme – both at a personal level but also in terms of holding each other to account

- *Time to revisit how we are developing leadership and management skills together*
- *Are we as leaders positive role models?*
- *Across all areas we discussed the importance of the actions of leaders. "We have the vehicles, need the drivers now to make it happen"*
- *Continued space to work with a multi partner approach to tackle this area. Shared vision*
- *How do we hold each other to account and ensure commitments are reflected in all plans, activities and leadership behaviours?*
- *Our group emphasised the need for the conversations to continue and more leaders to be engaged*

Strategy for Change Area: Building Community Wealth

Workshop Summit Task - Q1: What is our ambition in this area?

Our Stated Policy Ambitions:

In the Recovery & Renewal Plan for Fife 2021-2024, Fife Partnership has committed to:	The specific outcomes we are striving to achieve via the CWB Delivery Plan are:
<ul style="list-style-type: none"> • Developing a CWB model of economic recovery and development • Developing a CWB approach to the climate emergency • Embedding local people and place-based approaches across the Fife Partnership • Redesigning systems and processes to deliver wider social benefit through procurement, recruitment, fair employment and the use of land and assets • Expanding support for community ownership, social enterprise and community owned businesses through a new business support hub • Further develop the role of credit unions and the CDFI to support financial resilience and wellbeing. 	<ol style="list-style-type: none"> 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

- **The updated Plan for Fife 2021-2024** sets out our strategy for change through a CWB approach to each of our recovery and renewal priorities.
- The plan sets an expectation that anchor institutions deploy our public sector resources – our economic levers- 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.
- **The Fife CWB Anchor Charter** has also been adopted by all anchor organisations.

Our Desired State – Explored and Expressed in our Workshops:

Workshop 1 - Output

You described the characteristics of an organisation with CWB embedded as one which has:

- Strong **leadership buy-in**, culture and understanding of CWB throughout
- Insight of what communities need, not what we assume they need, through engagement and **co-creation of services** with the people who are going to use them
- An **end-to-end supply chain** that encompasses CWB pillars
- Collaborations across **anchor organisations and with private sector** to strengthen relationships and opportunities across CWB pillars
- **Maximised community benefit** opportunities in contracting for public services
- Maximised the development and **use of the local supply chain**


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2022

Workshop 1 – output continued

You described what we would see in our communities if CWB approaches were mainstreamed and thriving:

- Sense of **belonging and purpose** and community pride
- **Empowered** to participate in decisions that affect their community
- **Co-producing** and delivering initiatives/services with organisations and local businesses
- **Diverse and accessible local marketplaces** with choice that makes it easy for customer to step away from retail giants
- Communities that are supported and resilient to political, economic, social and technological change
- **Businesses and organisations actively helping to support community wealth** through training, voluntary work, donations etc
- **Social enterprises thriving in communities** trained and supported to be **self-sustaining** (e.g. through voluntary work, training, help from local businesses)
- Training and support for the establishment of social enterprises
- **Communities that can confidently challenge** with Council as facilitator / enabler
- **Strong social capital** – networks, connections, assets, knowledge
- Increased **local employment opportunities, greater local contracting and more wealth** recycled in Fife


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2022

Leading and delivering on CWB will demonstrate that;

“...we have some -albeit not all - of the levers to make a real difference, if we work together with a renewed, sharper focus.

(menti quote, workshop participant)

Appendix 2. Output Reports



Workshop Summit Task Q2: Where are we currently? What is the gap?

Our Current State – Explored and Expressed in our Workshops Using 3 Horizon thinking to identify immediate, art of possible and radical ideas:

Agreement that we are not currently delivering against the CWB intent across our anchor institutions.

Workshop 2 - Output

We considered the potential of CWB at three levels and you described:

What are the immediate opportunities for my organisation to bring a CWB lens to areas of activity?

- Progressive recruitment approach e.g. using the public sector levers in our gift to-fund and direct posts and opportunities to those facing most barriers to employment
- Design in further community benefits to contracts in large capital projects and in small contracts

To think the art of the possible – what could we try out?

- Co-create and design an effective community engagement mechanism with communities for all anchor organisations e.g. participatory deliberation mechanism / citizen jury /

If we could radically change how the organisation works to focus on CWB what would we do?

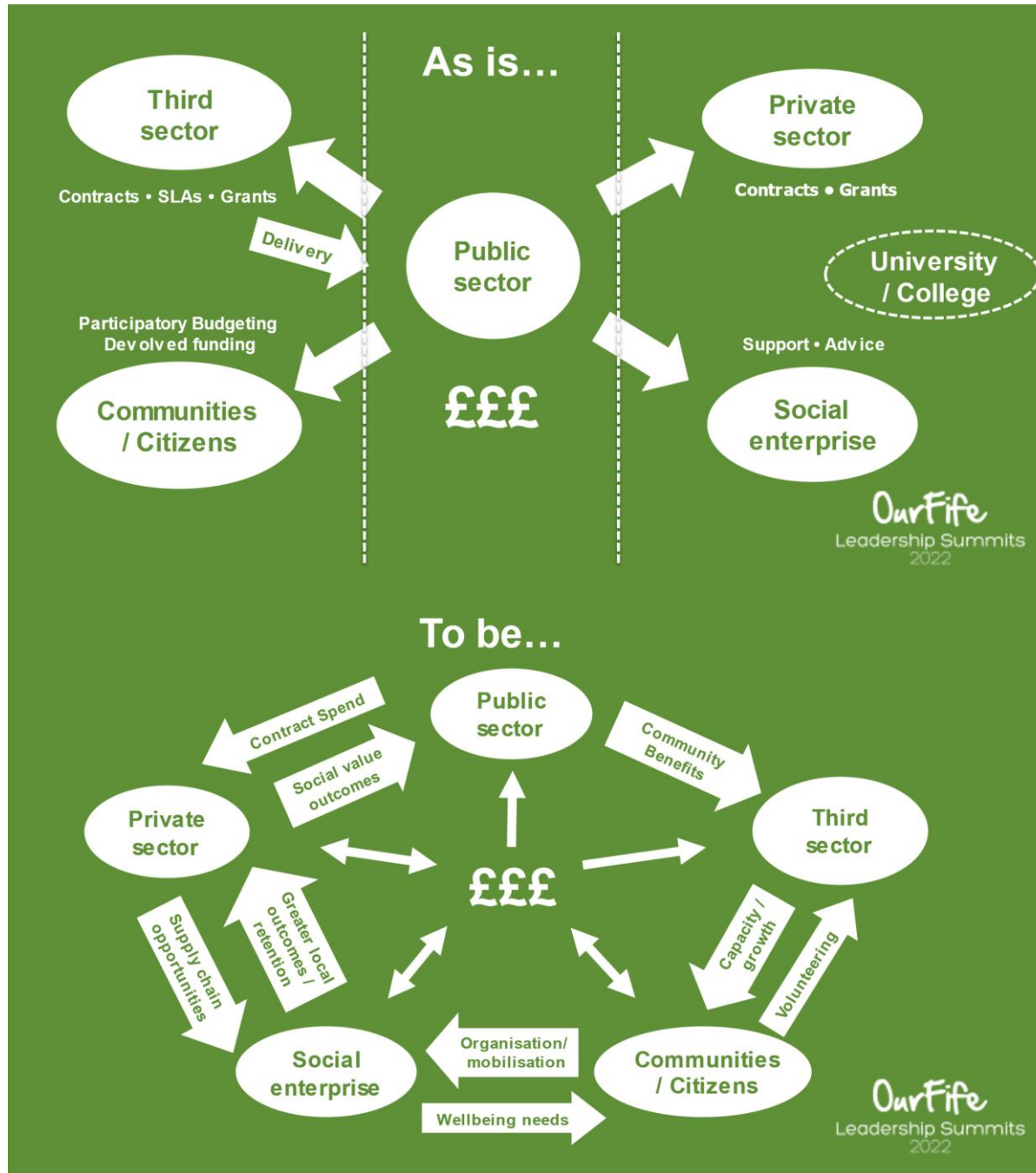
- Set ambitious % target for local procurement spend in FY23 75% and enhance weighting for local / and proven track record of local community benefits
- Set ambitious target for the % of jobs which are reserved for those most in need of employment / facing barriers . Address the unequal playing field
- An economic development focus which prioritises community and third sector development and alternative ownership models as central plank of a CWB approach to tackling poverty, wellbeing and inclusive growth
- There is a single place planning arrangement to identify and harness opportunities for CWB approach to place-making

CWB
Leadership Summits
2022

Appendix 2. Output Reports

Workshop Summit Task Q3: What are our recommendations to close the gap?

We considered a whole systems model for the future:



Appendix 2. Output Reports

Workshop 4 – Considered a series of What If Propositions to further develop some recommendations to close the gap in our stated intention and current practice (see attached slide deck for 4 What If Propositions).

Discussion Points / Recommendations for Action:

What if 1 – Progressive Recruitment

- Strong in principle support – concern over employment law but a desire to find a way to achieve this.
- Agreement that we can do much more to in the selection processes / current recruitment practices to recognise and value aptitude, attitude and the ‘softer’ skills as outlined in 21st C public servant.
- NHS can see opportunities to further connect with employability, the colleges and universities’ and develop employment pathways
- Emphasis in Fife should be on ‘growing our own’ professionals in-house and via colleges / universities.
- Action to emphasis this type of development and recruitment approach to others delivering for us and in colleges / uni
- In terms of the What If – caveat 15% and amend to commitments around each organisation to identify a proportion of vacancies to commit to this process.
- FC view – job evaluation tools / mechanisms need revisited to remove unnecessary qualification blockers and design in more entry level routes with progression opportunities. (whole pathways and succession planning)

What If 2 - Procurement Example (1)

- Need for anchors to make greater use of existing mechanisms to request evidence and a scoring opportunity e.g. pre-tender stage / tender
- Concern re unintended consequences of mandating this requirement for all e.g. on small local businesses
- Emphasis on supporting local businesses to get to place where they can meet this criteria
- Action to provide an anchor training session on making best use of existing opportunities in procurement to do many CWB actions
- Agreement that stronger community voice in co-designing contracts is a valuable approach – recognition it takes time, trust, and no one size model or mechanism fits all themes / organisation etc.
- Action – anchor organisations to engage existing workforce more as ‘citizens panel’ or extension of peoples panel as majority are Fife residents.
- Action – better use and triangulation of public data sets to understand residents and needs better.
- Consensus – good engagement is a skill and requires proper investment and resourcing to deliver any co-production efforts

Appendix 2. Output Reports

What If 2 – Procurement (2)

- Agreement that a single Fife community portal / project bank would be beneficial rather than separate organisational approaches
- Link to earlier point re training issues on understanding procurement opportunities and maximising them- potential exercise with Scotland Excel / HubEast to support

What If 3 – Plural Ownership

- Opportunity to engage more with University experience of 'spin outs' and supporting sustainable business models / commercial / larger social enterprises
- Concern that often 'opportunities' for communities to take on assets etc begin with a deficit and arguably failed models or buildings are more like liabilities, therefore a need to allow communities to have a freedom to repurpose assets.
- Emphasis and resource needs invested in genuinely supporting groups to succeed whether that is in terms of professional support on-going and resource investment
- A useful exercise to take learning from recent experiences and design a better way for support to move to alternative delivery models

Sinead O'Donnell
Communities Directorate
December 2022

Working for Place Summary Report

Workshop Summit Task - Q1: What is our ambition in this area?

Our Stated Policy Ambitions:

- **The updated Plan for Fife 2021-2024 emphasises** the importance of developing place-based approaches across local neighbourhoods and wider communities as a key element of our strategy for change.
- **The place principle requests that:**
All those responsible for providing services and looking after assets in a place need to work and plan together, and with local communities, to improve the lives of people, support inclusive growth and create more successful places.
- **The place principle commits us to taking:** a collaborative, place-based approach with a shared purpose to support a clear way forward for all services, assets and investments which will maximise the impact of their combined resources.
- **The public service renewal principles**, in particular: work as a single team around people and place...tackling problems and finding solutions together, further support the aims of taking a place-based approach.

Our Desired State – Explored and Expressed in our Workshops:

We described a frontline which is seamless with empowered local leadership and described this as:

- The complexity of navigating access to the services and support required is behind the scenes – it is easy for citizens and residents to know where to go and get what they need
- Redesigned organisational arrangements which enables multi-disciplinary teams without the constraints of functional or siloed hierarchy
- A realigned budget pot / resources – The Fife pound is the place pound
- Having one plan or place report that sets the direction for that place based on common evidence
- Targeting service delivery based on that evidence and community need and ambition
- Places where communities are connected and where they lead their desired outcomes

Workshop Summit Task Q2: Where are we currently? What is the gap?

Our Current State – Explored and Expressed in our Workshops

We described a current state where there **is no clear leadership on place:**

- That this leadership is **diluted or fragmented with no overview** for each place
- That there is a **skills gap and distance in both the front-line and in the back office strategic approach and how we pull together** to develop and drive place-based solutions
- There was a feeling that we are **falling short on community expectations** and a worry this might get worse

We reviewed recent findings on place-based experience in Fife and noted the following on-going challenges:

Fife Findings on Place Strategic & Local Working



Our Assessment of the Gap

We described:

- A disconnect between ‘place/area’ work and wider partnership operations and grant funding etc
- A gap in the formal partnership ownership of place plans / work (we don’t have Place Teams)
- There is no single plan for place with a collective vision around it and accountability
- A resource gap and skills gap in localities to develop and deliver on plan
- A gap in available resources for joined up leadership
- Geographic issues and different boundaries as an issues to manage

Appendix 2. Output Reports

- A gap in understanding community needs, our capability to gather sentiment and in using data
- A gap in knowing how to flex and respond
- A gap in understanding the financial offering in relation to service delivery / funding streams and overall investment into a place
- A political gap in understanding what can and cannot be achieved
- A question of whether we are just not using what we have well enough.

Our Description of a Design Brief To Get to Our Desired State

Workshop 2 – Output (The Design Brief 1)

You identified the following aspects for a design brief to get us there:

Planning

Common evidence base combining data and practitioner knowledge, community feedback

Understanding impact

Shared priorities

Shared, consistent community engagement process – equal weight to evidence

Shared and dynamic planning resource – cross agency

Shared vision and values (Plan for Fife) that drives individual agency / department planning / local plans

Plans that influence behaviour change

Resources

Identify totality of place related discretionary funding

Transparent single pot to fund joint plans / priorities

Map current decision making processes for these funds

Design PB processes that give funding decisions genuinely to community – no organisational or political credit

Spend options must show link to shared evidence

Must accept a level of risk not direct control - to align with overall strategy

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Workshop 2 – Output (The Design Brief 2)

You identified the following aspects for a design brief to get us there:

Organisational Design

Skills mix – strong local place teams by design

Multi-agency teams

Staff are focussed on place improvements / outcomes and not agency or directorate plans

Redesigned job roles and working arrangements / delivery structures to enable

Community hubs / one stop shops / shared resources

Governance

Integrated leadership teams – developing the shared purpose for place

e.g. role to review data / evidence / plans, responsible for the budget pot, coordinate engagement processes and single structure for community voice e.g. citizen jury / panel

Area committee agenda / recommendations driven by community panel (and via the integrated leadership team)

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Workshop Summit Task Q3: What are our recommendations to close the gap?

We described the following steps for consideration by the Leadership Summit in 2023:

(Focus: Planning)

- Single plan for area that balances priorities of what collectively needs achieved in that place, reflecting local needs.
- That plan to give clarity within each area on outcomes – key direction (other things don't stop but priorities are delivered)
- Identify 'pull' resource quickly for each area to pull together the 'current'; understand current priorities to enable discussions on moving forward.

(Focus: Resources)

- Bespoke approach to resource allocation – using strong data as support
- Break down data 'paper walls' to allow better targeting of resource
- Targeted approach on prevention
- Review current priorities – lose some stuff and reinvest in agreed priorities

(Focus: Organisational Design & Governance)

- Need a definition / clear description of the joint (place operating principles – how community services should be designed)...to help design then develop the system / design the team.
- Community governance options appraisal – are there models that would work across agencies / business etc?
- How can models be democratised, bring in voices?

Sinead O'Donnell
Communities Directorate
December 2022

Strategy for Change Area: No Wrong Door to Services and Support

Workshop Summit Task - Q1: What is our ambition in this area?

Our Stated Policy Ambitions:

- **The updated Plan for Fife 2021-2024 sets out “building a no wrong door” in our Strategy for Change:**
When people reach out to us for help it should be easy for them to do this. All partner services should work together to make sure that processes and systems are better joined up, so that no matter where or how people reach out, they receive the services they need.
- **The updated Plan for Fife 2021-2024 emphasises taking time for people and relationships:**
Our focus should be on supporting people to have control whether in the workplace or in our communities. Recent experience has reinforced the importance of taking time to work alongside people, to build relationships and to develop good networks of support. We know that small empowering interactions between people and service providers can boost a person’s psychological resources which can, in turn, increase their ability to overcome disadvantage.
- **Tackling Poverty & Preventing Crisis priority from the Plan for Fife 2021-2024** points to
 - Making it easier to access services through a no wrong door approach
 - Challenging stigma and attitudes that can prevent people from accessing the services they need
 - Community wealth building approaches can help to break the poverty spiral
 - Better intelligence to proactively reach people in need, with a focus on prevention rather than just responding to crisis
- **Whole Family Wellbeing Funding (WFWF) investment** from Scottish Government for Children’s Services Planning Partnerships to:
 - Support the whole system transformational change required to reduce the need for crisis intervention
 - Shift investment towards prevention and early intervention
 - Develop and deliver services underpinned by the principles of holistic family support which also align to The Promise

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Our Desired State – Explored and Expressed in our Workshops:

We described a system that puts people and families at the centre of service design and delivery and described this as:

- Co-designing services with communities to make them community-led and ensuring they are at the heart of service design and implementation from the outset. Support is built around them, is inclusive and is provided holistically.
- The complexity of navigating the service landscape across people and family support services; to make services easier to find and more accessible for citizens who need our help, as well as staff who are trying to locate other support services for citizens.
- A balanced offer of support that enables people who can support themselves to do so, whilst freeing up capacity to support vulnerable people and families more intensely and for longer.
- **A spectrum of support** – understanding our universal services and who can access them, whilst providing a “no wrong door” approach to vulnerable people and families who are in poverty or on the brink of poverty.
- Better use of data and intelligence to target services to pockets of need and identify changing levels of demand for targeting services more proactively and earlier before crisis arises. We need to shift our focus from reactive, crisis intervention to undertaking more proactive, prevention work.
- Relationship-based support with staff taking time to build trust with citizens – asking “what matters to you?” and having bespoke plans in place for people and families. Supported by a Workforce Development Plan that has clear expectations and responsibilities, nurtures softer skills such as listening and building trust, whilst building confidence amongst staff to interact with citizens in a different way. Addressing stigma and building inclusivity into service design.
- Connection to place – utilising our physical assets to bring services to people in their local areas. Understanding the specific needs of local areas and what impact that has for how support is co-designed and delivered. Enabling multi-disciplinary teams to respond to local needs.
- Having a shared vision and purpose that is easy to communicate to staff and communities – simple messaging. This must be backed up by a shared language with agreed definitions for terms.
- Redesigned organisational arrangements that enable multi-disciplinary teams without the constraints of functional or siloed hierarchy.

Workshop Summit Task Q2: Where are we currently? What is the gap?

Our Current State – Explored and Expressed in our Workshops

We described a **cluttered landscape of support services** where **systems are a barrier to collaborative working**:

- Services are not joined up and there is a culture of siloed working.
- There are multiple contact and referral routes, processes and systems that services are using with different policies that are similar but don't talk to each other.
- When someone comes to us for support, we are only dealing with bits of the person and their problems rather than seeing the full picture and working holistically with them. This allows problems to escalate until they hit crisis points.

In additional, we noted the following ongoing challenges:

Fife Findings on People

Cluttered service landscape that is not easy for citizens or staff to navigate and find the right support

Demand for services is increasing, whilst our resources and budgets are shrinking

Complex problems can't be solved through one-off transactional services, but take time and patience to solve through holistic working

Services react to crisis, rather than proactively preventing crisis from happening through targeted early interventions

Barriers to data and information sharing prevent us from having one view of the citizen

Co-design of services
Communities tend not to be involved in the design of services – they aren't put at the heart of design

Failure to make successful tests of change and pilots mainstream – lost learning and missed opportunities

Multiple policies, process and systems across Fife Council and the wider partnership that puts up barriers to joint working

A balanced offer to citizens so those who can help themselves can do so and those who need our support can access it

Staff want to do good, but are unsure about what they can do resulting in some saying "that's not my job"

Our Assessment of the Gap

We described:

- A saturated service landscape with, arguably, too many services all doing similar things, slightly differently. Services are doing valid work, however,

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there is a general lack of awareness and coordination as to who is doing what and how.

- A skills gap in relation to softer skills that are required for person-centred, relationship-based work.
- A gap in using data to understand need and better target services.
- A gap in knowing and understanding what communities want – services aren't designed for citizens.
- A resource gap to move more staff to prevention and early intervention work, whilst balancing the increasing demand for crisis support whilst still fulfilling daily tasks (carrying out the day job).
- Services that are overwhelmed by statutory requirements, which reduce their capacity for dealing with more nuanced work and prevention activity.
- Failing to take successful pilots and tests of change and scale them up and mainstream them.
- A gap in partnership working – we are good at networking and coordinating projects but struggle to collaborate more effectively by pooling resources and budgets and directing them together to target pockets of need.
- A lack of preparedness against changing populations, e.g., how different demographics will want to access services.

Our Description of a Design Brief to Get to Our Desired State

We described questions that could be used in designing a new model:

- How do we put the family in the middle?
- How do we reach them earlier – move to prevention more than intervention?
- How do we get better at targeting need?
- How do we deal with people and families holistically?
- How do we become more visible and accessible to users of the services?
- How do we build trust and confidence in those who use our services?
- How do we develop the workforce to deliver what's needed?
- How do we build trust and confidence in each other?
- How do we share data?
- How do we create a shared language?
- How do we cut out unnecessary overlap and duplication?
- How do we make this more affordable and sustainable for the future?
- How does this fit with place?

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Workshop Summit Task Q3: What are our recommendations to close the gap?

We described the following steps for consideration by the Leadership Summit in 2023:

(Focus: Planning)

- Co-designing services with communities. Recognition that communities haven't been involved so far in this process and that the next step should include community conversations to bring them on this journey with us and to ensure the future of services are designed for them.

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- The use of multi-disciplinary teams in fostering joined up, co-ordinated support for people and families that is informed by local need.
- The use of data and information to inform where services should be targeted.
- Understand our current service landscape, knowing who's doing what, where.

(Focus: Resources)

- Workforce development plan that builds softer skills for interacting with citizens.
- Targeted approach to prevention and early intervention.
- Collaboration approach to resource allocation – pooling budgets and resources, using data and information to inform where these should be targeted.
- Review current priorities and balance the need for providing proactive prevention and early intervention with increasing demand for crisis support.

(Focus: Organisational Design & Governance)

- Clear vision and shared purpose, using the same language and agreed terms to help in the design and governance of services, as well as communications to staff and citizens.
- A framework for community co-design and co-production.
- An organisational design that enables staff to work better together and breaks down service silos.

Strategy for Change Area: Health and Wellbeing

Workshop Summit Task - Q1: What is our ambition in this area?

Our Stated Policy Ambitions:

- **The updated Plan for Fife 2021-2024** highlights the impact of Covid on health and inequalities, and the challenge of moving from crisis support to prevention.
- **The Director of Public Health Fife Annual Report 2020-2021** sets out the stark differences in life expectancy and healthy life expectancy (years lived in good health) between people living in the most and least deprived areas, borne out by statistics across a wide range of health outcomes, and the ambition of working with communities and partners to foster healthy places.
- **Scotland's Public Health Priorities** advocate a systemic approach to building the social, economic and physical environments that create health and wellbeing.
- **The place principle** commits us to taking a collaborative, place-based approach with a shared purpose to support a clear way forward for all services, assets and investments which will maximise the impact of their combined resources.

Our Desired State – Explored and Expressed in our Workshops:

We recognised that a wide range of factors contribute to health and wellbeing, and that income inequalities and food need equal strategic focus.

When exploring how collectively we could make most impact, leaders in our area decided to focus on increasing physical activity, with social connectedness. We described a Fife where:

- Our neighbourhoods are designed to enable and encourage people of all ages to be physically active and connected.
- Our organisations make better use of our collective assets – in particular, our green spaces - for the benefit of the wider community and staff.
- Our shared commitment to wellbeing means our organisations are attractive to new recruits and support employees to be as well as they can be.
- We target interventions to those who are least active / facing the starkest inequalities, and those at life transition points, while encouraging a shift in activity levels across the population.
- There is a large and connected network of 'community connectors', and our staff and communities can easily access information about the range of services and opportunities to be active.
- We take physical activity seriously. The significant impact of physical inactivity on physical and mental health, and resultant pressure on services,

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is understood. Physical activity is recognised to be as effective as other health and wellbeing 'interventions'.

- We work in a way that recognises interdependencies and links across the system, and that focuses not on short-term, one-off interventions, but on strategic, collaborative work to make the most of our collective resources.
- We continue this process of collaborative leadership and bring in missing voices – we “connect the system to more of itself”.

Workshop Summit Task Q2: Where are we currently? What is the gap?

Our Current State – Explored and Expressed in our Workshops

We described a current state where:

- A number of different strategies, plans, processes and structures, led by different parts of the system, are involved in planning for place. It's not clear that there's a consistent or strategic approach to health and wellbeing / physical activity within these.
- We are not doing what we could to use our strengths as anchor institutions to open up our green spaces to our communities.
- We have serious and increasing challenges around recruitment, absence rates and staff wellbeing.
- We don't have enough understanding of who the most inactive in our population are and how to reach then engage them most effectively.
- We know early intervention is the best way to address this, but how do we get to who needs it early enough?
- There are already lots of services and opportunities to take part in physical activity, but they aren't coordinated or communicated easily or clearly enough.
- The importance of physical activity for all isn't widely understood. It's seen as the 'poor relation', even though it is a major factor in health and wellbeing, and health inequalities, across population groups.
- There is a Physical Activity and Sport Strategy and a Leadership Group, but it has limited scope and membership and is not known by senior leaders across Fife.
- Immediate operational pressures are reducing capacity for teams to raise their gaze to the longer term. There are concerns and a desire for clarity around budgets and risk as we move forward.
- There are strong examples of health and wellbeing work locally and further afield that we can learn from.
- There is appetite to continue and build on this collaboration and involve other Fife leaders.

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Our Assessment of the Gap

We described:

- A disconnect between different parts of the system involved in place planning
- A lack of join-up in our approach to using our assets, in particular our green spaces
- Potential to pool expertise and resources around staff wellbeing
- A gap in data and information describing the most inactive population groups
- A lack of clarity about the opportunities and services available
- A gap in terms of strategic focus / prioritisation, ownership and accountability around physical activity
- A lack of time and space away from operational pressures for leaders to think creatively and strategically for the longer term

Our Description of a Design Brief To Get to Our Desired State

The design brief – what would it take to close the gap?

Planning

Take physical activity seriously: it's as important as other measures to improve health

Connected and cohesive strategy around 'active places and spaces'

Better use of data from a range of sources

Consistent impact measures across services / organisations

Cross-organisational approach to staff wellbeing

Joint communications planning, consistent messaging

Use data quickly to inform change on the ground

Resources

Our green spaces – use our strengths as anchor institutions

Pooled funding and staff resources for active places and spaces

Community voices and key groups

Expertise shared across and within organisations

Target resources at least active, people facing starkest inequalities and at life transition points

Explore joint procurement

Review what's already worked and what we can learn

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The design brief – what would it take to close the gap?

Organisational design

- Local area multi-disciplinary groups with shared outcomes
- Join up with other organisations and with communities themselves
- Leadership support for physical activity
- Design services and service settings to encourage physical activity
- Normalise physical activity within our workplaces / workforces across all organisations (including voluntary / community and private sector)
- Continue the leadership conversations and extend to other leaders

Governance

- A Leadership Group / Programme Board for Health and Wellbeing with Physical Activity as first focus area
- Include voices of communities – what's wanted and needed in local areas
- Accountability shared across organisations and community



Workshop Summit Task Q3: What are our recommendations to close the gap?

We described the following steps for consideration by the Leadership Summit in 2023:

(Focus: Planning)

- Prioritise / make physical activity visible within a range of place and workforce planning strategies and structures
- Create a joint partnership Greenspace Strategy
- Make better use of data from a range of sources, to lead what we do, and use consistent impact measures across services / organisations

(Focus: Resources)

- Use our strengths as anchor institutions to make better use of green spaces
- Pool funding and staff resources for active places and spaces
- Target some resources towards those who are least active, people facing the starkest inequalities, and those at life transition points (while encouraging a cross-population shift in activity levels).

(Focus: Organisational Design & Governance)

- Local area multi-disciplinary groups with shared outcomes
- A Programme Board for Health and Wellbeing with Physical Activity as first focus area
- Design organisations and service settings so that physical activity is 'normalised'
- Continue the leadership conversations and extend to other leaders