

***FIFE
PARTNERSHIP
RESOURCE
PACK***

MAY 2007



Resource Pack

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1. Introduction and Background to Community Planning

Purpose of this Pack

This resource pack provides an overview of community planning, partnership working and partnership structures in Fife. Its main aim is to help with the induction of new members of community planning partnerships, but it should be of interest to anyone with an interest in finding out more about community planning in Fife and partnership working in general.

The pack is available on www.fifedirect.org.uk under the section on Community Planning.

What is Community Planning?

Community planning is the means by which Fife's public and voluntary organisations work together and with our communities to improve services and the quality of life in Fife.

Fife's community plan, *A Stronger Future for Fife*, is the most important plan in Fife.

It provides the framework for every strategy and plan that we put in place. Community planning partners – Fife Council, NHS Fife, Fife Constabulary, CVS Fife, Scottish Enterprise Fife, Fife's further and higher education establishments and Communities Scotland - have all signed up to the key themes and milestones outlined in the plan. They will continue to work together with the people of Fife to achieve our shared vision and goals.

Public and voluntary sector services provide a foundation for the wellbeing of everyone living and working in Fife.

Every year public agencies spend over £1.6 billion on services in Fife. Partnerships with the voluntary sector also attract funding into Fife from external sources. It is important that these resources are spent in the best possible way to help achieve our aspirations for Fife and to provide high quality and cost effective services.

If this is to be achieved, then the public agencies must work hard to ensure that their activities, resources and systems fit together in the best possible way so that they meet the needs and expectations of people living in Fife. This is a fundamental aspect of community planning.

The coming together of key public and voluntary agencies in Fife is known collectively as the *Fife Partnership*.

It has lead responsibility for community planning in Fife. It directs action and monitors progress toward achieving the aims of the Fife Community Plan. Five strategic partnerships are responsible for co-ordinating the work of a wide range of partners to take forward the main themes of the Fife Community Plan and report directly to the

Fife Partnership. These are: Fife Economic Forum, Fife Health and Wellbeing Alliance, **Take a Pride in Fife** Environmental Network, Sustainable Communities Group and the Fife Community Safety Partnership.

The last few years have seen a number of important developments aimed at improving service delivery through better partnership working:

- **Joining up service delivery** through initiatives like Integrated Community Schools, the Business Gateway, Opportunity Centres and Single Shared Assessments by organisations providing community care services.
- Piloting the **joint commissioning** of drugs and alcohol services.
- Introducing **joint training and development** between agencies to develop skills and a better understanding of the way in which our organisations work. This has included a leadership programme, events to promote joint working at the local level, and a series of joint development sessions. The 'Kingdom Graduates' was launched to offer graduates the opportunity to gain experience across a number of partner organisations.
- Working together on **information sharing and data standards** across different organisations so that we improve the collection, use and sharing of information to improve services to our customers.
- The development of **better local structures** for community planning, including regeneration forums, pilot local forums, community budgeting and local community planning initiatives in Glenrothes and Inverkeithing.
- The introduction of the **annual State of Fife report** to outline progress against community plan milestones and to inform a wide ranging annual debate on Fife's progress.

A Stronger Future for Fife – Fife's Community Plan sets out a long-term vision for Fife:

'Our vision is of a Fife that is confident and ambitious, highly skilled, creative and caring...a Fife that makes and takes advantage of new opportunities and a place where all people can enjoy the highest quality of life.'

The plan sets out the priorities and milestones which the community planning partners have agreed to work towards. It is the overarching policy document for Fife. As such, it guides all other strategies and plans.

As part of the revision process, the plan has been subjected to rigorous testing through a scenario planning exercise. This included identifying changes in Fife's political, social and economic environment resulting from global, national and local trends. A recent analysis carried out during the summer of 2006 has identified new challenges and opportunities as well as gaps in our existing strategy.

A key conclusion of the review process is that Fife needs to make more of its assets and potential – to be, as the vision says, more ambitious whether in terms of tourism, transport infrastructure and town centre development or in terms of education and skills attainment.

The sharing of a common boundary and identity between service providers and planners and the very visible commitment to working in partnership are major assets for Fife.

What do we mean by 'partnership'?

"A process in which two or more organisations or groups work together to achieve a common goal, and do so in such a way that they achieve more effective outcomes than by working separately"

A partnership brings together organisations, often from across the public, private, voluntary or community sectors, to pursue a common vision and to work together to achieve more than any of them could on their own. It can be informal or formal. It can involve a handful of organisations or a wide range. It may be a local partnership focused on a small area of Fife or a region-wide partnership. Partnerships can vary in many ways:

- **Sector** - They may involve organisations from all sectors - public, private, voluntary and community -or just from a single sector.
- **Vision** - They may focus on a single issue, or even a project, or be more broadly based and long term in focus.
- **Structure** - They can be relatively informal arrangements (e.g. a voluntary association) or formalised through a legal company.
- **Focus** - They can have a local, regional or national focus.
- **Size** - They may have only a handful or a large number of partners.
- **Scale** - They can have significant resources or be operating on a 'shoestring'
- **Community participation** - They can actively involve communities in areas of disadvantage or through communities of interest.

In other words, there is no single model of partnership working for taking forward community planning. This reflects the fact that structures are being developed to meet local needs and circumstances and in many cases build upon existing arrangements.

It can be assumed that the people involved in partnerships are there because they are committing an organisation or a service to a specific area of work, to changing their current practices or to making improvements to services.

The strength of the relationships between partnership members is vital to the partnership's success.

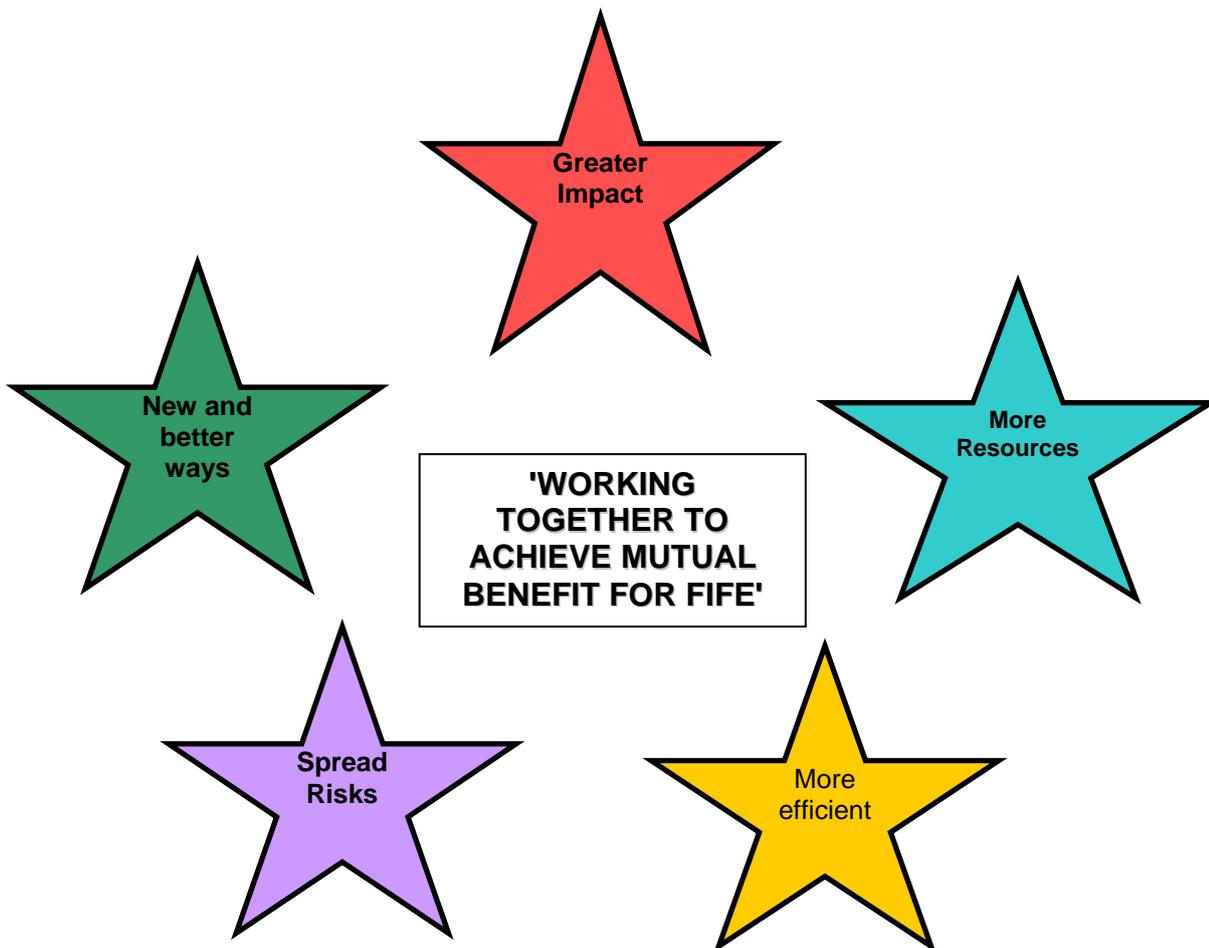
The range of partnership types in Fife is shown at page 14.

Organisations such as Fife Council have services that will be involved in a number of partnerships. This makes it important that ways are found to ensure that partnerships work in complementary ways - rather than pulling services in a number of different directions.

2. Effective Partnership Working

Why Work In Partnership?

In the wider context of community planning, effective partnership working should enhance levels of openness and engagement among partners. It should also maximise the contribution that each partner can make to the quality of service delivery and to the wellbeing of communities in Fife.



Greater Impact

- increased benefits for people, businesses or communities served
- increased reach to disadvantaged populations
- greater critical mass: ability to reach and deliver beyond the capabilities of any one partner

More Resources

- attract public funding where an initiative requires partnership bids and evidence of partners' ability to deliver joint projects
- strengthened negotiating power

New and Better Ways

- innovation: new, more effective ways of doing things
- new perspectives and challenging views within the partnership
- improved intelligence about needs and opportunities

Spread Risks

- complementary strengths, resources, perspectives
- greater flexibility within a team

More Efficient

- pool resources
- share the costs of common functions

What Helps To Make Partnership Working Successful?

It is important to acknowledge the challenges of effective partnership working. There are no easy solutions or 'off the shelf' answers. There will be a need for cultural change and continuous learning and development to meet these challenges.

Opportunities should be created in partnerships for people to get to know one another. This can be done through informal networking, focus groups, seminars and involvement in working groups.

There is an extensive literature outlining good practice in partnership working.

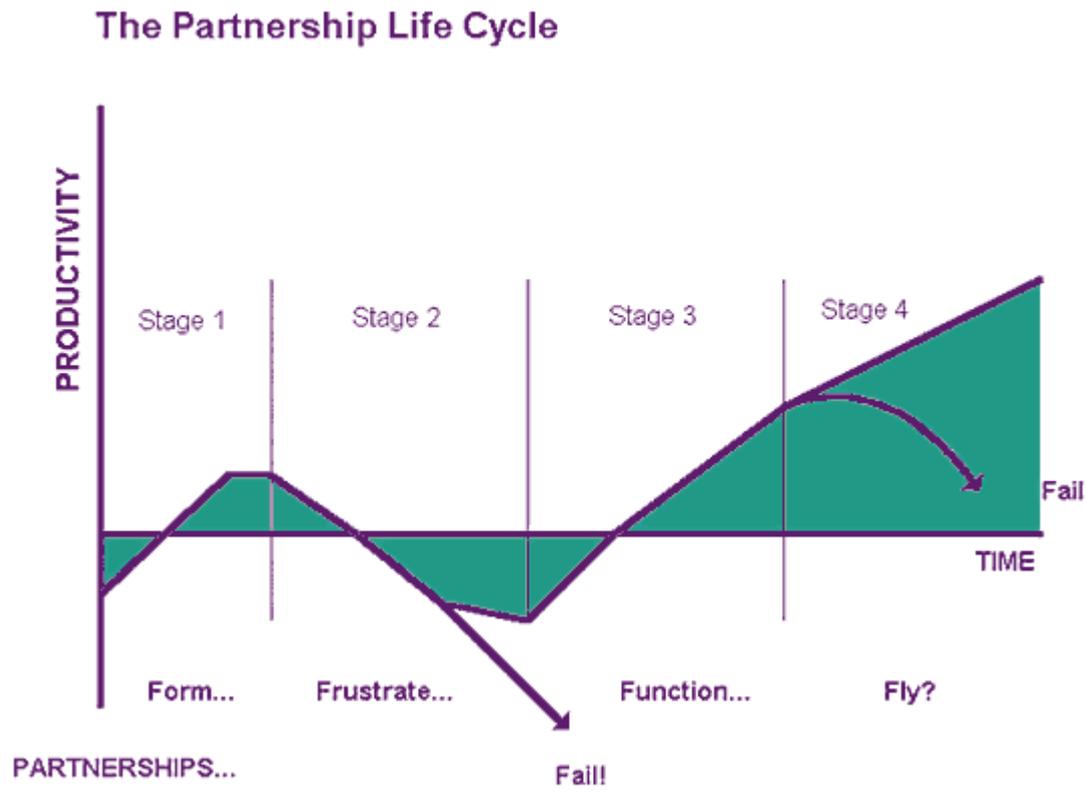
However, a number of criteria can be identified to ensure effective partnership working in a community planning framework:

Key Principles

- ✓ **The 'Year Zero' concept** - Preparation time is needed to deal adequately with practical matters. Be aware of the scope of the partnership. Be able to meet, talk and share experiences of roles and jobs. Agree the roles necessary to make the partnership work.
- ✓ **Clear vision and objectives** - Recognise the need for these. This involves explaining the idea behind the partnership, the vision, aims and objectives. Clear objectives should lead to: clear work plans; clear plans for partner agencies and coordinators.
- ✓ **Differences among partnership members** - Face up to issues arising from variations in culture, experience, language etc.
- ✓ **Building up trust, honesty and understanding** – This is only achieved with time and effort. The building of trust should begin during the initial phase of a partnership. It can be aided by joint work on simple projects, with appropriate feedback and evaluation.
- ✓ **Communication** - Communicate with all parties as effectively as possible. The size of the partnership will affect the structures and procedures
- ✓ **Dealing with issues of power, influence and inequality** - Statutory agencies often assume that they are leading and voluntary sector members may feel left out of the decision-making process. This can be resolved through open discussion, honesty and preparation.
- ✓ **Project management** - Develop good management skills. Prepare a clear plan; clarify objectives and performance management frameworks. Establish an agreed method for monitoring and review.
- ✓ **Target Setting** – Establish clear steps along the way.
- ✓ **Acknowledging the work of partners** - Share success and recognise contributions ensure all partners feel valued.
- ✓ **New and creative ideas** - Look out for innovative ways of working to add value to day to day activities.

The Partnership Life Cycle

It is helpful to think of partnerships going through a series of stages, during which particular tactics are needed to ensure partnership progress and success. These are similar to the stages that any team is likely to go through, as people come together to achieve common goals.



(Source: www.lgpartnerships.com)

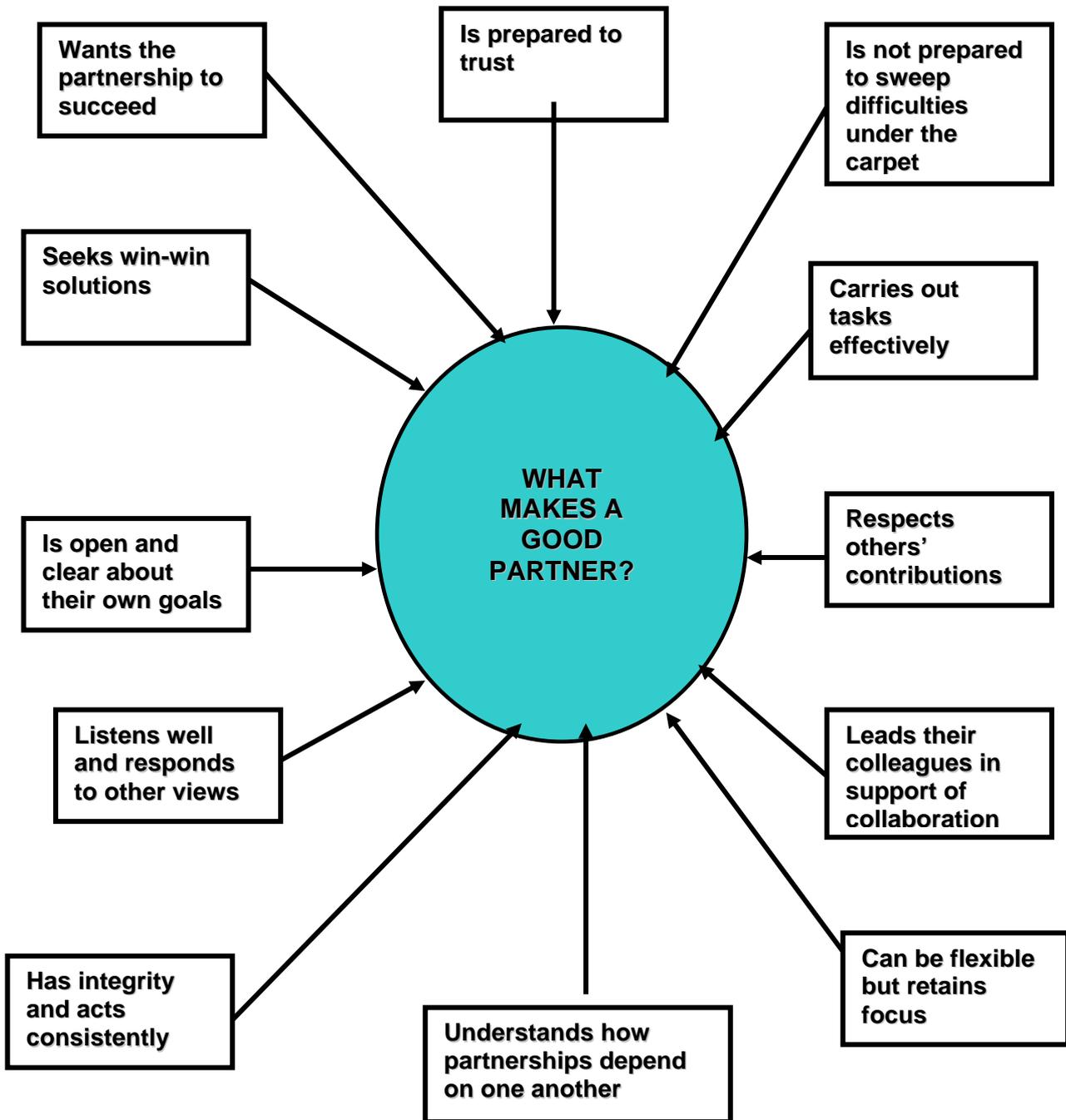
Like teams within organisations, partnerships typically go through stages, described here as **forming, frustration, functioning, flying or failing**. The following table provides some helpful hints about what to do about it:

Some Helpful Hints.....

If you're at this stage?	Consider....	Is this action relevant to your partnership?
<p>Forming:</p> <p>New challenges New relationships Shared interests Common Causes</p>	<ul style="list-style-type: none"> • Create opportunities to get to know each other • Encourage partners to focus on a common vision - the difference they want to make together • Define tasks and tangible outcomes • Shepherd the process of building the partnership agenda -including the use of research • Ensure a neutral meeting ground 	
<p>Frustration:</p> <p>Doubts? Tensions?</p>	<ul style="list-style-type: none"> • Revisit the common ground. Allow time to redefine issues, purpose etc • Maximise opportunities for practical involvement • Implement actions that demonstrate progress ('little victories') • Encourage open expression and constructive disagreement • Clarify benefits to individual partners • Fix the problem, not the blame 	
<p>Functioning:</p> <p>Focus Renewed Vision Clear roles Accountability</p>	<ul style="list-style-type: none"> • Agree clear objectives, milestones, responsibilities, success measures • Establish principles/protocols for collaboration • Encourage shared leadership and accountability • Develop common methods and quality standards • Seek learning consciously through cross-partner project teams joint training and by reviewing activities 	
<p>Flying:</p> <p>Achievement of goals Trust and respect Shared leadership</p>	<ul style="list-style-type: none"> • Anticipate future challenges and build partner capacity to respond • Take stock of how well the group is performing • Keep working at communications • Avoid any unnecessary partnership working • Ask 'does the partnership still serve its purpose?' • Ensure that all partners are getting the benefits they expect • Continue to celebrate success 	
<p>Failing:</p>	<ul style="list-style-type: none"> • Go back to stage 1 and reassess 	

What can you bring to a partnership?

12 qualities which you as an individual can expect to bring to partnership working:



What qualities can you bring?

Use the above diagram to assess your own personal skills for partnership working. Are there any areas you need to work on?

How effective is your partnership?

To assess the progress of your partnership, complete the following eight tests. These are based on the principle checklist on page 8.

✓ Tick your response:

Each answer is scored on a scale of 0- 'never' to 3- 'always' out of a possible 'very healthy' 24 points. This can also be done interactively at http://www.lgpartnerships.com/how_healthy.asp

	PRINCIPLES	NEVER	SOMETIMES	OFTEN	ALWAYS
1	Partners can demonstrate real results through collaboration and clear vision and objectives				
2	Common interest supersedes partner interest				
3	Partners use 'we' when talking about partnership matters and communicate effectively				
4	Partners share responsibilities and rewards				
5	Partners strive to develop and maintain trust, honesty and understanding				
6	Partners are willing to change what they do and look for new and creative ideas on how to do it				
7	Partners are mutually accountable for tasks and outcomes with clear target setting and project management				
8	Partners seek to improve how the partnership performs				

Taking Stock

You may come to a positive or negative conclusion about your rating against each benchmark, and you may already be acting to strengthen the partnership. It is important to remember that there is no single model of partnership working and the structure adopted or being adopted.

Partnerships need time and space to develop. A strong emphasis should be placed on developing relationships and building trust among the members of various groups. At every stage of a partnership's development it is important to take stock and to analyse in greater depth how your partnership is working and how to improve it. For help to analyse how your partnership is working and for toolkits for improving your skills go to <http://www.lgpartnerships.com/digging.asp>.

3. Who's Who

Introduction

This section provides an overview of the main partnerships involved in community planning in Fife. A contact name is provided for each of the partnerships if you would like further information. Partnerships are listed under two headings:

Strategic Partnerships

The Fife Partnership has overall responsibility for leading and co-ordinating community planning in Fife. Five strategic partnerships drive forward the key themes of the community plan. They are: *Take a Pride in Fife* Environmental Network, Fife Economic Forum, Fife Health & Wellbeing Alliance, Fife Community Safety Partnership and the Sustainable Communities Group. The following diagram shows the relationships.



Key to Partnership Diagram

The **Fife Partnership** has lead responsibility for community planning in Fife, directs action and monitors progress toward achieving the Fife Community Plan.

The Partner Agencies are:

Fife Council	Fife Constabulary
NHS Fife	Scottish Enterprise
CVS Fife	Communities Scotland
Fife's Further & Higher Education Sector	

The **Five Strategic Partnerships** (Fife Community Safety Partnership, Fife Economic Forum, Fife Health & Wellbeing Alliance, Sustainable Communities Group and Take a Pride in Fife Environmental Network) have responsibility for co-ordinating the work of a wide range of partners to take forward the main themes of the Fife Community Plan and report directly to the Fife Partnership.

The 'cross-cutting' **partnerships, forums and groups** in the outer circle of the diagram are responsible for a range of activity across the community planning themes. The effective working of these groups contributes to achieving the goals outlined in the Community Plan.

Fife Partnership

Remit

- To set the strategic direction for the development of community planning in Fife;
- To provide strategic leadership to the development and implementation of community planning in Fife;
- To oversee, co-ordinate and, on a programme basis, to both evaluate and identify areas for improvement in relation to the contribution of each of the strategic partnerships and partner organisations to the goals and milestones in the community plan in an environment which is supportive and challenging;
- To identify and promote linkages between the work of the strategic partnerships and linkages with communities;
- To oversee the roll-out of community planning at a strategic and local level;
- To produce, in terms of legislation, the annual community plan report;
- To encourage and support opportunities for resource sharing across the community planning partner organisations;
- To actively promote the goals and interests of the Fife Partnership with neighbouring community planning partnerships, the Scottish Executive, Westminster and other organisations and institutions; and
- To commission work from the Community Planning Implementation Group.

Membership

Fife Council
NHS Fife
Scottish Enterprise Fife
Voluntary Sector
Fife Constabulary
Communities Scotland
Further and Higher Education Sector

Contact

Tim Kendrick, Fife Partnership Manager: 01592 418860; internal 799 8860 or by e-mail Tim.Kendrick@fife.gov.uk.

Fife Community Safety Partnership

Fife Community Safety Partnership aims to make Fife a safer place for everyone. It is actively working to reduce the incidence of crime and people's fear of crime. In particular, the partnership is meeting the needs of people who are most vulnerable to crime, fear of crime and inadequate community safety.

Remit

- To reduce crime and the fear of crime.
- To protect women and children from violence and abuse
- To promote community safety through action on drug, alcohol and substance misuse.
- To protect children from abuse and exploitation
- To promote road safety and safer travel.
- To promote safer communities by reducing fires and accidents.
- To promote the safety of vulnerable groups

Membership

Our membership includes representatives from:-

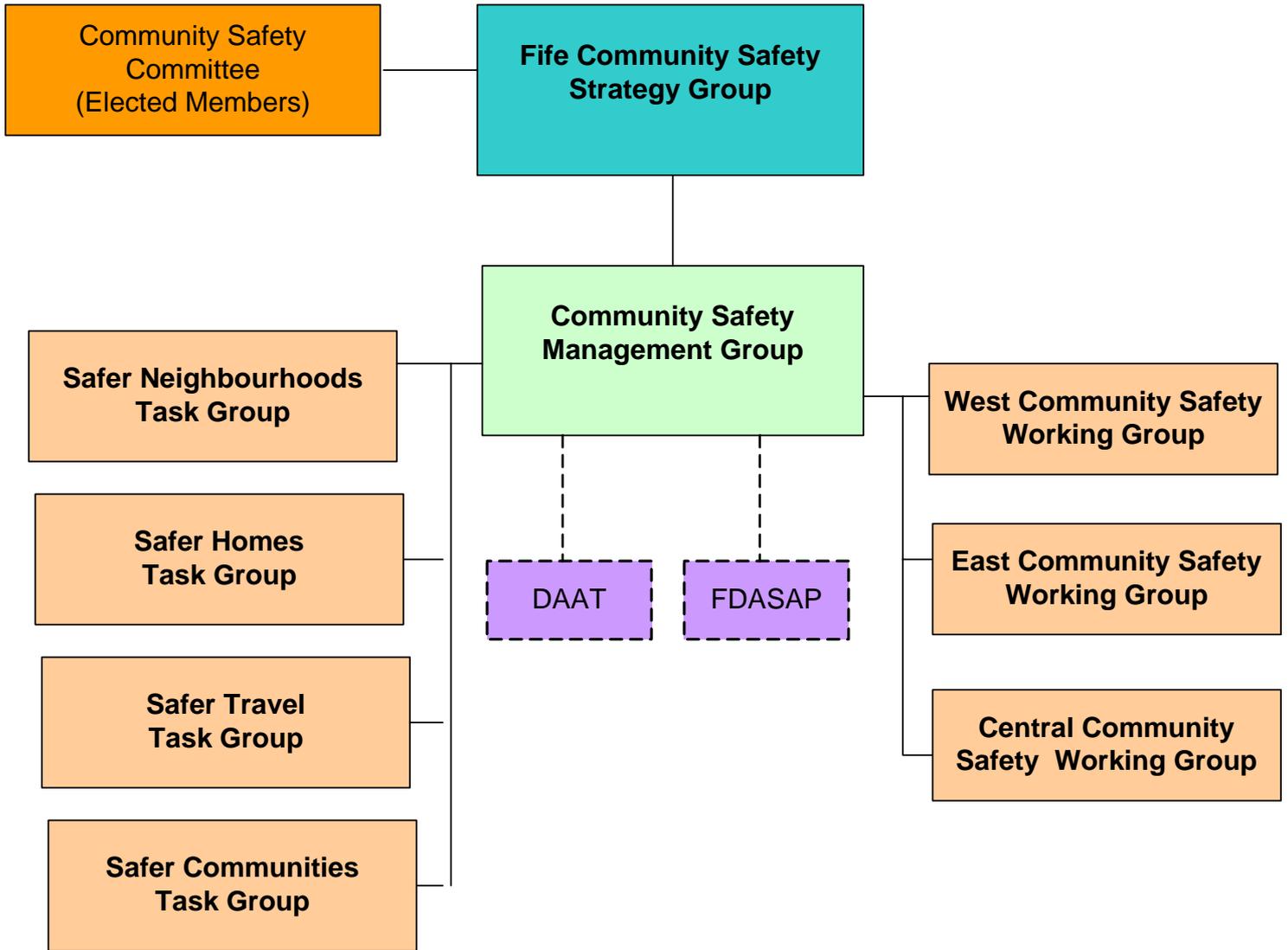
- Fife Council
- Fife Constabulary
- Fife Fire and Rescue Service
- NHS Fife
- CVS Fife
- Fife's Communities
- Fife Housing Partnership
- Fife Domestic and Sexual Abuse Partnership
- Fife Drug & Alcohol Action Team
- Equality Forum

Contact: Donald Grant, Team Leader (Community Safety)

North Wing
First Floor
Kingdom House
Saltire Centre
Glenrothes KY6 2AQ

Tel: 798 9601 (internal)
01383 609601 (external)
Email: Donald.Grant@fife.gov.uk

Fife Community Safety Partnership



FDASAP – Fife Domestic And Sexual Abuse Partnership **page 38**
DAAT – Drug & Alcohol Action Team **page 40**

Fife Economic Forum

Remit

Fife Economic Forum has the lead responsibility for the Stronger, More Flexible and Diverse economy theme of the Fife community plan. The Forum is one of a national network of Forums established on 1st April 2001, based on Local Enterprise Company areas.

Our aim is to add value to local economic development activity by agreeing a locally shared vision and implementing an action plan for streamlining and improving services to support businesses. We operate to national guidelines in terms of remit, membership and performance monitoring.

The streamlining of services to small businesses has been addressed through the establishment of Small Business Gateway Fife Limited, as a single door business development service for start-up and small businesses in Fife. The Forum has overseen the development of this to create the Business Gateway, removing the word "small" and providing a service for all businesses with a suitable development plan.

Who We Are

Representation on the Forum is listed below. It has been agreed that the chairing of the Forum will be rotated between Scottish Enterprise Fife and Fife Council.

- Scottish Enterprise Fife - Chairman
- Fife Council – Strategic Development Spokesperson
- VisitScotland - Representative
- Further Education Colleges - Principal (Elmwood College)
- St. Andrews University - Vice-Principal Provost
- Fife Chamber of Commerce and Enterprise - Chief Executive
- Federation of Small Businesses Fife - Policy Convenor
- Job Centre Plus - District Manager
- AEUW - Representative
- Catchline Communications - Representative
- Communities Scotland - Representative
- Business Gateway Fife– Representative
- CVS Fife
- IBM

Key Document:

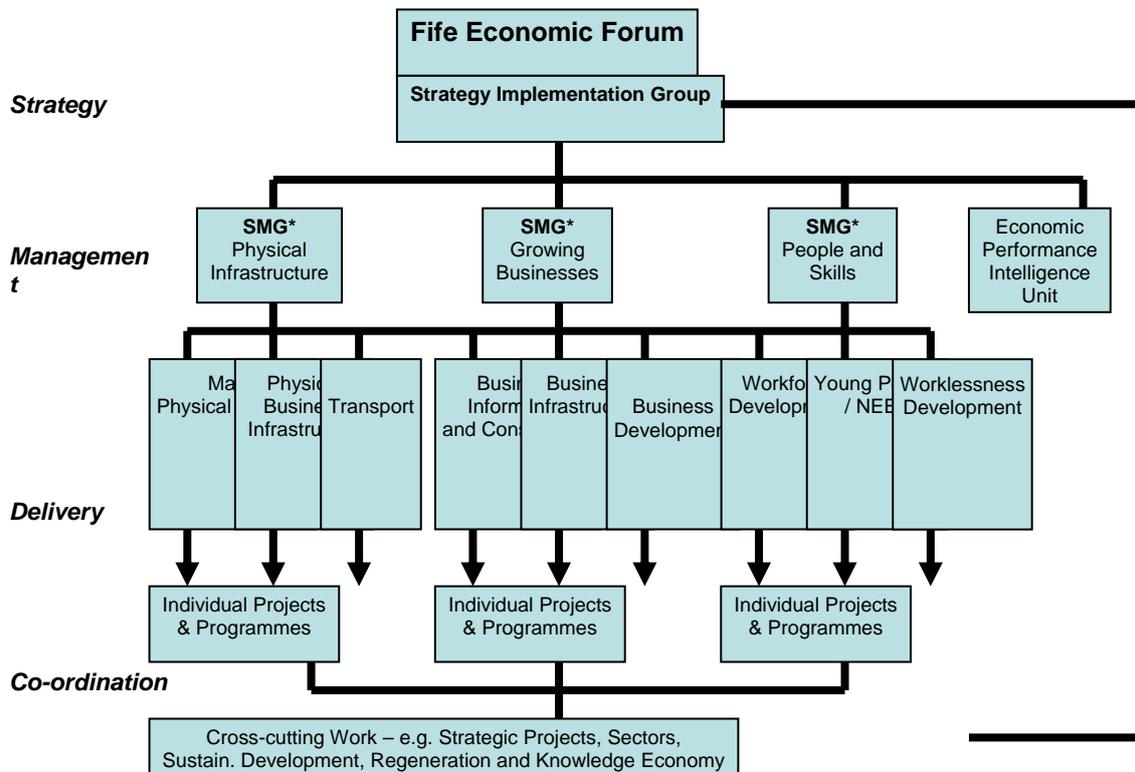
Fife Local Economic Development Strategy (April 2003)

Fife Economy Baseline Report Sept.06

Contact:

Allan Watt **Tel:** 01592 623000
Kingdom House **Fax:** 01592 623149
Saltire Centre **E-mail:** allan.watt@scotenbt.co.uk
Glenrothes KY6 2AQ

Proposed Fife Economic Forum Structure



Allan Watt
Fife Economic Forum Secretariat

* Strategic Management Group

May 2007



Take A Pride In Fife Environmental Network

The Take a Pride in Fife Environmental Network (TAPIFEN) is the strategic partnership within the Community Planning framework that is tasked with developing a collective approach to “safeguarding and improving our environment” and is also a key influence within the Community Plan to drive sustainable development work forward. Members of the TAPIFEN include the Community Plan partners but the reason it is a network is to try to involve more and more people in working towards sustainable development in Fife and that includes the recently prioritised Energy and Resource Management Community Plan ‘policy lever’.

The Community Plan states “we will promote greater public awareness of environmental issues and encourage the involvement of more community groups and individuals in projects and lifestyle changes to help improve our environment”. This will assist in strengthening local communities across Fife contributing to improving the quality of life and assist in getting individuals and community groups to take more responsibility for local environments and become more environmentally active citizens. Progress has already been made in a number of areas e.g. a Fife energy strategy is under development, recycling rates in Fife have increased to 26% in 2006, air quality monitoring and water management have been improved and transport problems are being tackled. Environmental awareness and responsibility is being pushed through the Take a Pride in Fife campaign and Eco-schools and related campaigns including Waste Aware, Natural Connections and Energy Wise.

CURRENT MISSION, AIMS AND STRUCTURE OF TAPIFEN

The current mission statement of the TAPIFEN is to:

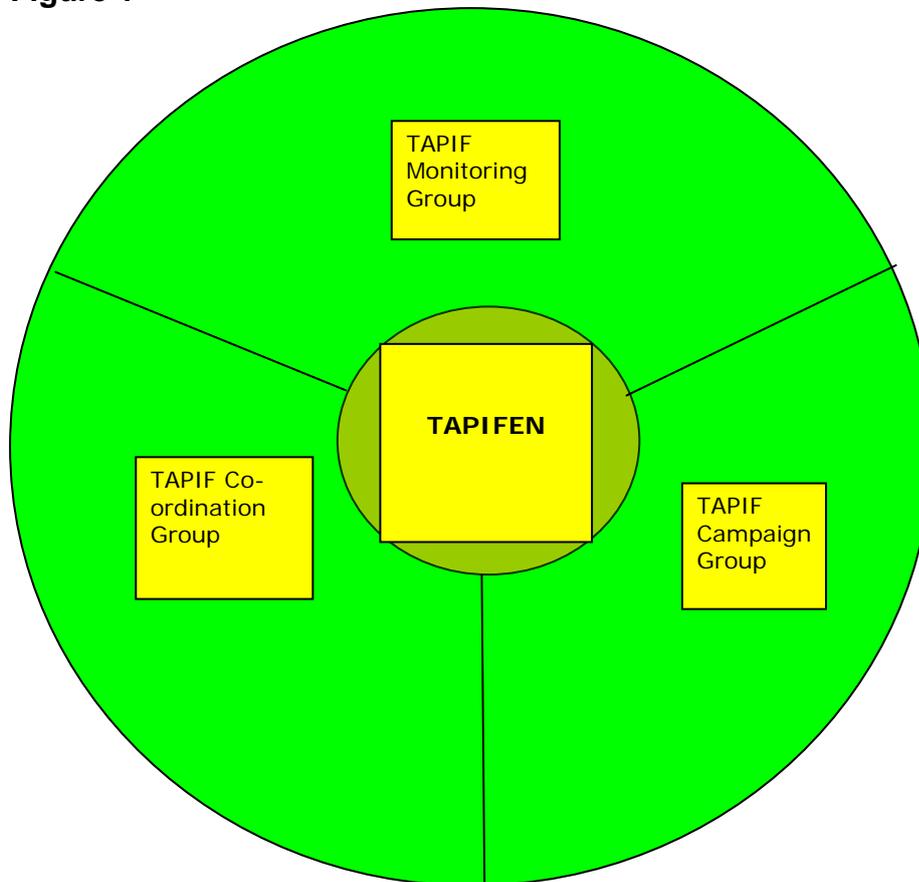
deliver a continuously improving high quality environment within Fife capable of supporting our communities now and in the future’

The Take A Pride In Fife Initiative aims to:

- Raise awareness of environmental and sustainable development issues
- Improve access to information
- Positively change behaviour
- Co-ordinate communication activities
- Increase community participation in environmental and sustainable activities
- Assist in the delivery of community environmental projects and initiatives

The TAPIF Initiative is jointly co-ordinated through groups detailed in Figure 1 below.

Figure 1



The **TAPIF Co-ordination Group** is essentially the management group of the strategic partnership. It:

- provides leadership and direction for the Take A Pride In Fife initiative
- feeds in expertise on sustainable development and the environment to the Fife
- partnership and the Community Plan.
- acts as a platform for dissemination of best practice and exchange of views
- encourages the development of practical projects and effective partnership working.

The **TAPIF Monitoring Group** is a 'virtual group' and has a remit of monitoring and evaluating environmental data, including:

- monitoring the environmental indicators within the Community Plan State of Fife
- report
- producing the Fife State of the Environment Report and
- monitoring the performance of TAPIFEN and its partners.

- The **TAPIF Campaign Group** has a remit to develop local community involvement and communications within the context of sustainable development involving partner organisations and TAPIFEN members.
- The group has developed and implementing a Communications Plan for the Take a Pride in Fife Initiative to facilitate the work of the network in this area.

The structure is also developing in line with the seven key themes of the Take a Pride in Fife initiative:

- Community Learning & Development
- Energy and Climate Change
- Local Environments
- Waste Minimisation and Wise Resource Use
- Natural Heritage
- Pollution
- Transportation

There are opportunities relating to this structure as there are sub-networks that are leading detailed strategic work on many of the TAPIF themes. There are also opportunities to develop TAPIFEN sub-networks in relation to various communities of interest e.g. the business community, the further education sector, youth groups , elderly groups etc

Who we Are

The TAPIFEN Co-ordination Group is made up of key agencies working together to improve the quality of life for everyone in Fife, including:

- | | |
|---------------------------------------|--|
| • Fife Council | • NHS Fife |
| • Fife Local Biodiversity Partnership | • Scottish Enterprise Fife |
| • FRAE Fife | • Scottish Environment Protection Agency |
| • Greenspace Scotland | • Scottish Natural Heritage |
| • Lauder College | • Scottish Water |

In addition, there are currently around 170 other members, mainly consisting of community groups plus some individual members. The Network is open to everyone and members are kept informed of what is happening in the partnership in terms of environmental and sustainable development action through various means. If you would like to join TAPIFEN or require further information please see the contact details below or visit the website at www.fifedirect.org.uk/environment.

Contact:

Neil Gateley
Room 209
Kingdom House
Glenrothes
KY7 5LY
Tel: 01592 413552
Fax: 01592 413555
Email: neil.gateley@fife.gov.uk

Alex Proctor
Room 23
Kingdom House
Glenrothes
KY7 5LY
Tel: 01592 413215
Fax: 01592 413555
Email: alex.proctor@fife.gov.uk

INFORMATION AVAILABLE FROM TAPIFEN**1. THE FROM SEED TO SUCCESS TOOLKIT**

A guide to setting up and running successful environmental projects. Available in electronic form via the web-site and in printed form via the above contacts.

2. THE ANNUAL FIFE STATE OF THE ENVIRONMENT REPORTS

These reports let us assess if the environment of Fife is improving. Available in electronic form via the web-site and in printed form in local libraries.

3. TAPIF NEWSLETTERS

Are produced 2 to 3 times with news of environmental and sustainable development action and forthcoming events. Available in electronic form via the web-site and in printed form.

4. THE FORTHCOMING TAPIFEN 'AGENDA' DOCUMENT

The 2003-2006 Take a Pride in Fife Environmental Strategy is to be replaced in 2007 (scheduled for May 2007) but not with another strategy document. The new (as yet untitled) document will

- act as a bridge between the more detailed strategies and plans relating to many of the themes of the Take A Pride In Fife initiative e.g. the Area Waste Plan, the Local Biodiversity Action Plan and (i) the Community Plan and (ii) other key plans by Community Plan partners.
- summarise where we are both in terms of (a) the current state of the environment in Fife as reflected in our identified indicators and (b) current plans of action to improve our performance in this area as well as (c) reflect on current discussions of what more we can do to improve so we can make recommendations to relevant parties within the Community plan process as to how they can more fully engage with the process.

The document which will be influenced by the discussions held at the 'Our Planet, Our Fife, Our Future....You Decide' conference in November 2006. When published, the document will be available in electronic form via the web-site and in printed form.

FIFE HEALTH AND WELLBEING ALLIANCE

REMIT

In line with Fife's community plan, 'A Stronger Future for Fife 2004', Fife Health and Wellbeing Alliance's aim is to improve the health and wellbeing of the people of Fife.

Its purpose is to provide strategic focus within which partner organisations can:

- tackle health inequalities;
- strengthen health and well-being over the whole of a person's life;
- empower the individual and communities to make healthy choices;
- reduce illness and injury.

Fife Health and Wellbeing Alliance will:

Provide a focus for the development of the Improving Health and Wellbeing theme of the community plan and monitor progress against milestones by:

- Implementing the Joint Health Improvement Plan (JHIP) 'A Healthier Future for Fife' (2003-2006)
- Ensuring the objectives of the JHIP are implemented by partnership organisations
- Raising awareness amongst other community planning partnerships of cross-cutting issues related to health
- Promoting and supporting public participation in improving the health of the people of Fife
- Promoting partnership working in the area of health inequalities and improvement by:
 - Overseeing the work of the Health and Wellbeing Lead Group and its sub groups
 - Ensuring implementation of national initiatives and take up of relevant funding
 - Demonstrating we are making a difference, by ensuring work undertaken is evaluated against stated outcomes, linked to strategy
 - Highlighting , encouraging and celebrating good practice
- Reporting to the Fife Partnership on progress

Membership

Fife Council

Elected Member – to be confirmed
Elected Member – to be confirmed
Elected Member – to be confirmed
Executive Director Local Community & Housing Services
Head of Community Services
Health Improvement Adviser

NHS Fife

Chair, NHS Fife
Chief Executive, NHS Fife
Director of Public Health
Chair, Kirkcaldy/Levenmouth CHP
Chair, Glenrothes/NE Fife CHP
Chair, Dunfermline/West Fife CHP
Chair, Operating Division

CVS Fife

Acting Chief Executive

SCOTTISH EXECUTIVE

Scottish Executive Health Improvement Strategy Division

The partnership is supported by a range of groups including the Health & Wellbeing Lead Group and task groups on Tobacco Issues, Physical Activity, Sexual Health, Food & Health and Breastfeeding. These structures are currently under review. The Joint Health Improvement Plan 2007 – 2010 will be published in June 2007.

Contact:

Vivienne Brown, Health Improvement Adviser

Room 505A	Tel: 700 3951 (internal)
Fife House	01592 413951 (external)
North Street	Fax: 700 6020 (internal)
Glenrothes	01592 416020 (external)
KY7 5LT	Email: vivienne.brown@fife.gov.uk

Sustainable Communities Group

The Sustainable Communities Group was established in 2005 by the Fife Partnership to lead on the Community Plan theme 'strengthening our communities'. In doing so, it provides the partnership lead on community regeneration and social inclusion.

It has set out an initial geographical focus to address the needs of the most deprived areas as identified by the Scottish Index of Multiple Deprivation. It will promote the need to tackle the causes of disadvantage above the symptoms and the importance of the evidence base to assess needs.

The Group has a responsibility to manage Fife's Regeneration Outcome Agreement with the Scottish Executive and the Community Regeneration Funding that accompanies that. Its principal challenge is around how it can promote its agenda towards change through partnerships, partners and projects.

The Group is initially chaired by a Fife Council Elected Member and draws senior representatives from NHS Fife, Fife Constabulary, Scottish Enterprise Fife, CVS Fife, Communities Scotland as well as the Council. The Group is supported by the Sustainable Communities Programme Manager.

Robert McGregor
Sustainable Communities Programme Manager
Fife Partnership

Fife Council
Fife House
North Street
Glenrothes
Fife KY5 7LT

Tel - 01592 416152

Other Partnerships

These Partnerships play a key role in delivering aspects of the community plan.

This section is not exhaustive - there are hundreds of partnerships in Fife that contribute to the aims of the community plan. It is not possible to list all of these.

Those listed have had a close involvement in the development of community planning in Fife. These include: the Children's Services Group, Equality Forum, Fife Domestic and Sexual Abuse Partnership, Fife Drug and Alcohol Action Team, Fife Housing Partnership, Fife Rights Forum, Fife Rural Partnership, Childcare and Early Years Partnership and the Fife Child Protection Committee.

Children's Services Group

Fife's Children's Services Group is a multi-agency group which meets quarterly. The Group co-ordinates and oversees Fife's Integrated Children's Services Plan which is a key strategic document. The Group's remit is also to:

- Ensure effective joint working arrangements are in place to achieve agreed outcomes, strategic priorities and policies for children's services, within the Fife Children's Services Plan.
- Develop the capacity and role of the existing service planning framework to ensure that strategic and local policies are jointly developed and delivered.
- Develop the foundation for joint commissioning of children's services.
- To redesign children's services at a local level to meet strategic priorities and policies through the local children's services groups
- Ensure that a systematic approach to measuring performance in children's services is in place, which also serves as a basis for service planning and resource allocation.
- Promote social inclusion and equality of access to universal services, which offers a consistent, high quality standard to local communities across Fife, with better, more defined links to specialist services, which ensure effective and early interventions for vulnerable children and families.

The group is accountable through its members to the different agency structures, including the Fife Council Children's Services Committee, the NHS Fife Board and the Voluntary Sector Children's Services Forum etc. In working towards such a remit, the role of the Children's Services Group is to:

- Consider strategic policies from theme groups and services to ensure a fit with the strategic direction and secure integration and co-ordination of policies and service delivery to meet the needs of children and their parents ensure that there is Best Value in the delivery of children's services;
- Recommend joint measures of performance based on outputs and outcomes and a framework in which to monitor such performance;
- Recommend the key joint priorities and content of the Children's Services Plan and oversee the implementation of the Plan;
- Recommend the use of the key children's funding strands, including the Changing Children's Services Fund and Sure Start and link these to priorities in the Children's Services Plan;

- Monitor the strategic and local planning of children's services through the theme group framework and Local Children's Services Groups and troubleshoot any issues arising.

A review of the group took place in autumn 2004 resulting in new membership and restated aims.

Alongside the Children's Services Group, at a strategic level, there are also a number of "theme groups". These groups are charged with developing Children's Services as a single system based on service integration, outcome focus, continuous improvement and are child centred.

At present, there are eight theme groups. This framework will be reviewed regularly to identify opportunities to achieve a more streamlined and responsive framework. The existing theme groups are:

- Corporate Parenting
- Child Protection
- Childcare and Early Years
- Youth Justice
- Children affected by disability
- Rights and Responsibilities
- Youth Work
- Health

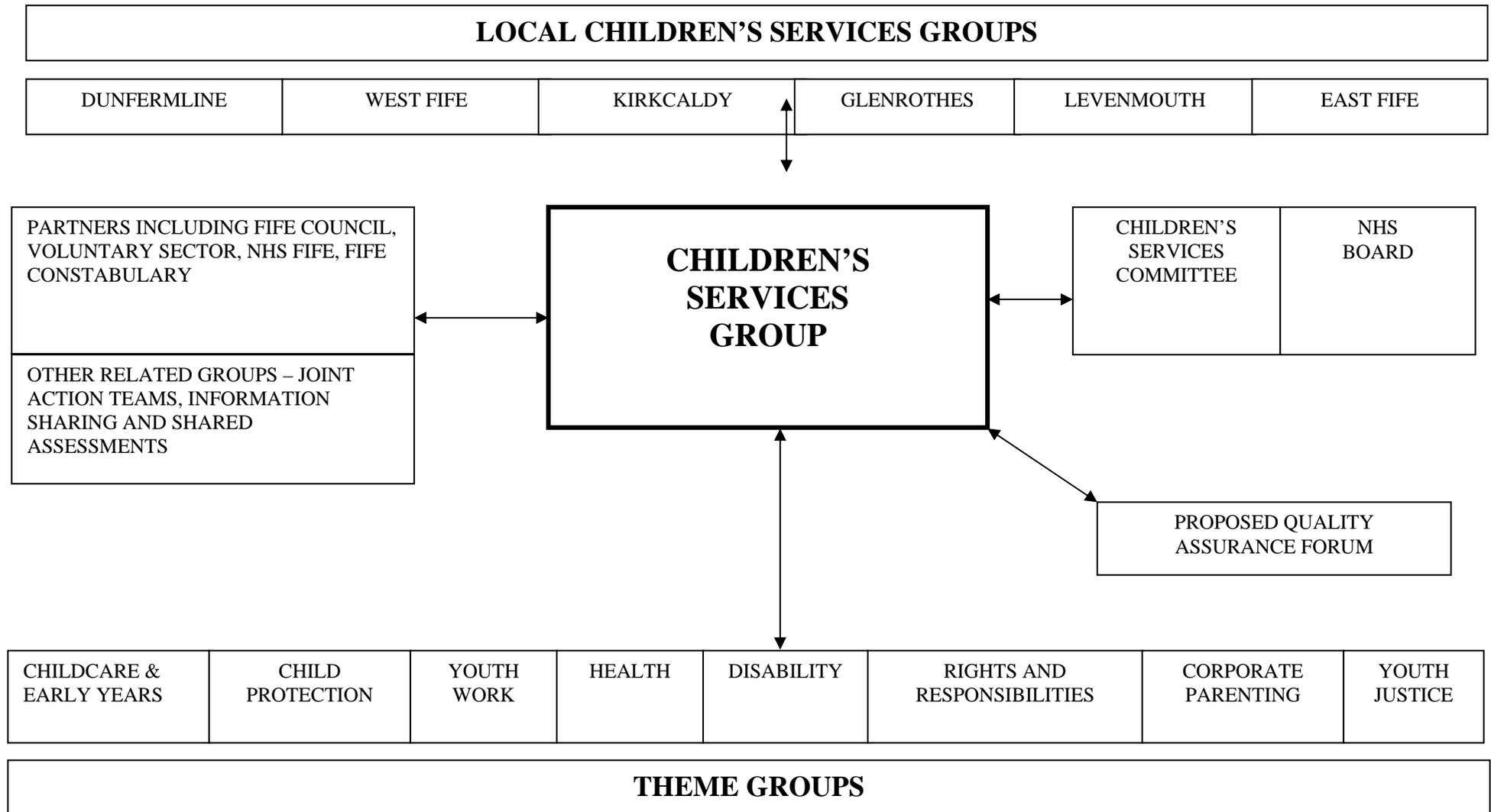
Local Planning: In six local areas across Fife, services have come together in local children's services groups to examine how the Fife wide priorities might be delivered locally and to co-ordinate resultant action. Local children's services groups are key to the success of delivering integrating children's services and achievement of a cohesive and co-ordinated single system which will mean better outcomes for children and young people. The local children's services groups will allow Fife to proceed in an incremental way to develop joined up children's services. The groups provide a framework for joint planning at a local level to assist in the identification of ways in which mainstream services might be strengthened, changed or developed with better links to specialist services.

Fife's Children's Services Plan is based on seven outcomes. These are as follows:

- **Safe:** Children and young people should be protected from abuse, neglect and harm by others at home, school and in the community.
- **Nurtured:** Children and young people should live within a supportive family setting, with additional assistance if required, or, where this is not possible, within another caring setting, ensuring a positive and rewarding childhood experience.
- **Healthy:** Children and young people should enjoy the highest attainable standards of physical and mental health, with access to suitable healthcare and support for safe and healthy lifestyle choices.

- **Achieving:** Children and young people should have access to positive learning environments and opportunities to develop their skills, confidence and self esteem to the fullest potential.
- **Active:** Children and young people should be active with opportunities and encouragement to participate in play and recreation, including sport.
- **Respected and responsible:** Children, young people and their carers should be involved in decisions that affect them, should have their voices heard and should be encouraged to play an active and responsible role in their communities.
- **Included:** Children, young people and their carers should have access to high quality services, when required, and should be assisted to overcome the social, educational, physical, environmental and economic barriers that create inequality.

INTEGRATED CHILDREN'S SERVICES STRUCTURES



Who We Are

- Fife Council – Executive Director (Education), Senior Managers from Education, Social Work, Community Services and Housing, Children's Services Adviser; Manager with responsibility for local children's services groups;
- NHS Fife – Representatives from Community Health Partnership, Public Health and Acute Services;
- Two representatives from the voluntary sector;
- Fife Children's Reporter;
- Fife Constabulary;
- Fife Children's Rights Service.

Contact

Fiona Power
Children's Services Adviser
c/o Local Services Centre
Walmer Drive
Dunfermline
KY12 7JX

Tel: 01383 414322
Email: Fiona.Power@fife.gov.uk

Updated 25 April 2007

Equality Forum

The Fife Partnership is developing an Equality Forum to tackle inequality and discrimination.

Remit

The Forum will:

- Audit and scrutinise current practice in employment of and service delivery to, people who face all forms of discrimination e.g. on the grounds of race, gender, disability, age and sexuality
- Identify and highlight good practice
- Promote the development of improved services for disadvantaged groups
- Support people and organisations implementing best practice
- Monitor implementation of good practice
- Monitor actual use of services by disadvantaged groups
- Provide regular reports to Fife Partnership on good practice and issues of concern

Membership

The following organisations are invited to send a representative to the Forum:

Equality Organisations

Fife Women's Network
Fife Independent Disability Network
Fife Elderly Forum
FRAE Fife
LGBT Community Action Fife Group
Fife Youth Liaison Work Group

Community planning partners

Fife Council
NHS Fife
Scottish Enterprise Fife
Fife Constabulary
Councils for Voluntary Service Fife

The Forum will develop links with the strategic partnerships within the Fife Community Plan and will invite other individuals and organisations to participate when appropriate.

Reporting

The Forum will report directly to the Fife Partnership on a regular basis.

Contact:

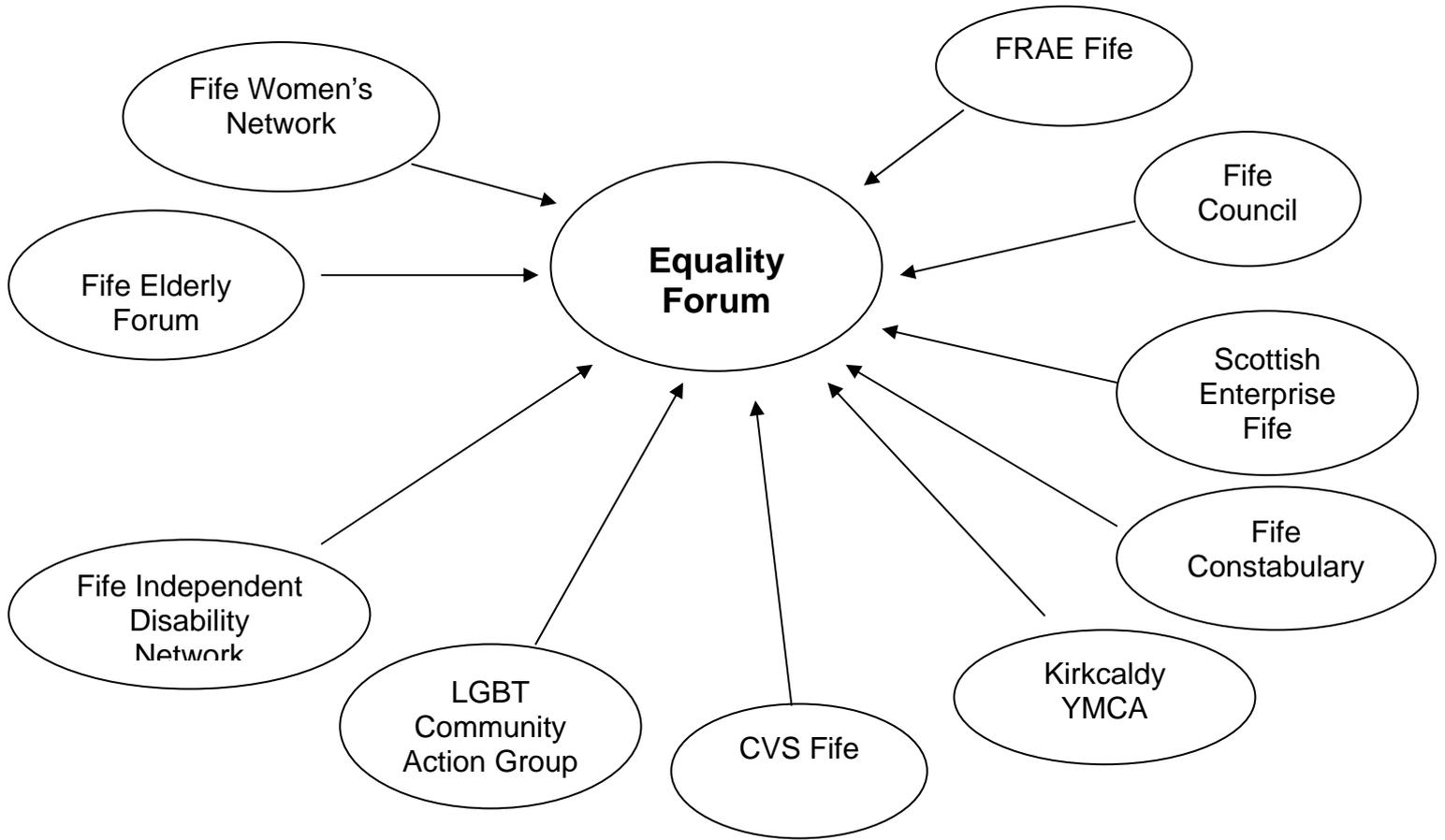
Zahida Ramzan
Fife House
North Street
Glenrothes
Fife

Tel: 01592 413617

Fax: 01592 416020

E-mail: zahida.ramzan@fife.gov.uk

Equality Forum



Fife Domestic And Sexual Abuse Partnership

Remit – To be updated

Fife Domestic and Sexual Abuse partnership has the following objectives:

- To raise awareness of issues of domestic abuse.
- To identify and address gaps in provision.
- To create an integrated approach.
- To encourage development of initiatives within Fife.

Membership

Fife Domestic Abuse Forum is a network of voluntary and statutory agencies that deliver services and provide information and support to individuals or groups in Fife. Our membership includes organisations which provide services to women and children experiencing domestic abuse, including:

- Housing
- Health
- Education
- Legal/Courts
- Social Work
- Police
- Voluntary and Community sectors

The Forum is chaired by Women's Aid organisations in Fife.

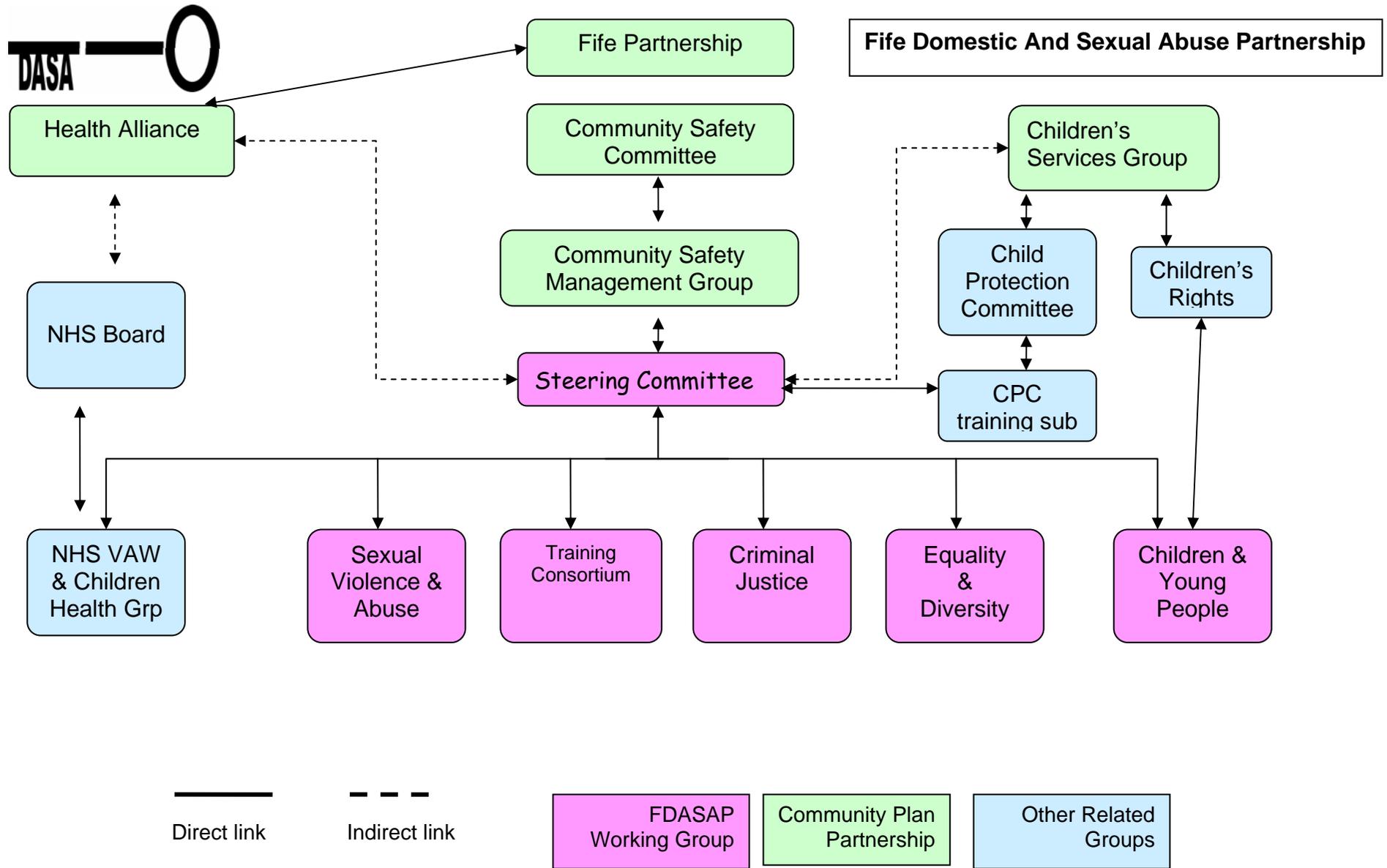
Contact:

Sheila Noble
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14 Woodend Road
Cardenden
KY5 0NE

Tel: 01592 414704

Fax: 01592 414641

Email: shiela.noble@fife.gov.uk



FIFE DRUG & ALCOHOL ACTION TEAM

Remit

The Scottish Executive has established 22 Drug and Alcohol Action Teams throughout Scotland with a remit to:

- Implement the National Drug Strategy at a local level.
- Implement the key actions contained within the National Plan for Action on Alcohol Problems and implement DAAT's local Alcohol Strategy and Plan.
- Facilitate opportunities for joint commissioning of services and encourage effective joint working between the partner agencies of the DAAT.
- Sign off new monies provided by Scottish Executive for service development.
- Assess and monitor local needs for treatment and rehabilitation services and identify gaps in existing services.
- Develop a prevention policy which would aim to reduced demand and reduce the harm caused by drug and/or alcohol misuse.
- Promote, facilitate and maximise the use of inter-agency resources in the development of prevention, treatment and rehabilitation services.
- Together with commissioners and those delivering services, develop local performance indicators to assess progress and monitor outcomes of prevention, treatment and rehabilitation services.
- Ensure that a wide range of relevant and up to date information is collected and shared.

Partners

- Fife Constabulary
- NHS Fife – General Manager, Community Health Partnership, Consultant in Public Health Medicine and Consultant in Addictions.
- Fife Council – Elected Member and Head of Social Work,
- Scottish Drugs Forum – Regional Manager
- Non-statutory sector Drug and Alcohol Agencies (Two representatives).
- Fife Drug Forum – Chairperson.
- Fife Alcohol Forum – Chairperson.

Key Documents

- National Drug Strategy
- National Plan for Action on Alcohol Problems.
- Fife DAAT: Corporate Action Plan (includes current local action priorities in support of national objectives and targets).
- Fife Alcohol Strategy
- Fife Community Plan.

Task Groups:

- ❖ Young People
 - ❖ Treatment
 - ❖ Communities
 - ❖ Availability
 - ❖ Rehabilitation.
-
- ❖ Task Groups Aims / Remit

1. Inform the development of DAAT's Corporate Action Plan (CAP) and support and monitor the implementation of the CAP and Local Alcohol Action Plan.
2. Identify emerging trends, take into account research and what is known of effective practice and assist in the planning and development of service provision.
3. All Task Groups draw on the wide experience of a range of individuals and agencies not currently involved in the Core DAAT, e.g. Drug and Alcohol Forum Members.

❖ Joint Commissioning Sub-Group

This group makes recommendations to Fife Council and Fife NHS on the allocation of drug and alcohol funds as well as co-ordinating the allocation of drug specific funds from other sources e.g. Scottish Executive, Lloyds TSB Foundation etc.

❖ Fife Drugs Forum and Fife Alcohol Forum

The forums represent the views of practitioners in specialist drug and alcohol services and those whose work brings them into contact with people affected by substance misuse.

❖ Drug Related Deaths Monitoring and Prevention Group

This multi-agency group considers the circumstances surrounding suspected drug related deaths, monitors trends and identifies action which will reduce and prevent drug-related deaths

❖ Overdose Intervention Training Group

This group directs, guides and supports the delivery of training to service users, their family and friends and professionals working with drug users to prevent fatalities.

❖ Homeless Service Planning Group

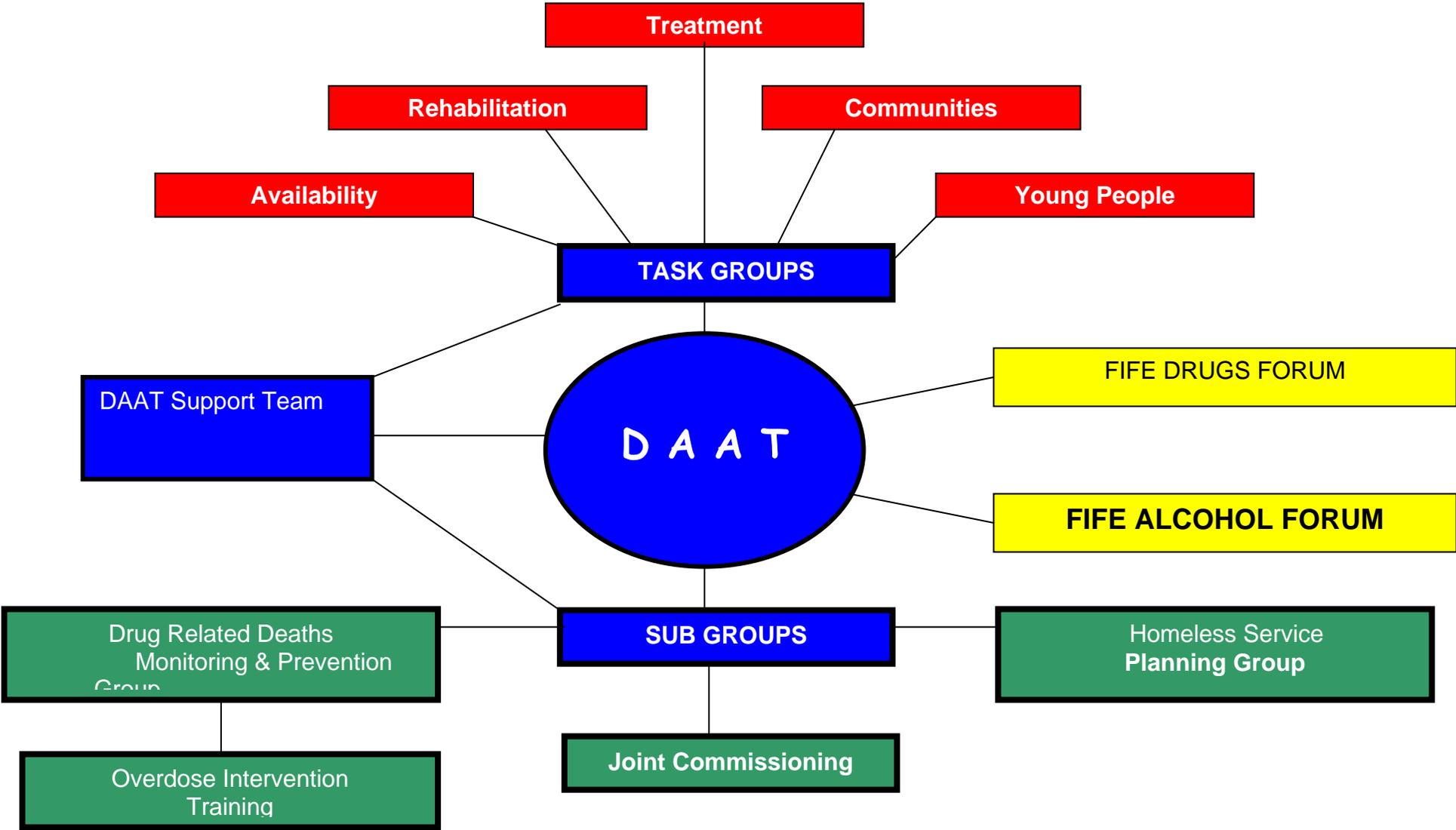
This group plans and monitors progress to deliver a service to people who are homeless and who have problems related to their substance misuse. The service aims to provide rapid access to treatment.

Contact

Rita Keyte
DAAT Co-ordinator
Kingdom House
Saltire Centre
GLENROTHES
KY7 2AQ
Tel: 01383 609656
Email: rita.keyte@fife.gov.uk

**As of January 2007 the DAAT Support Team will be located at:
Kingdom House, Saltire Centre, Glenrothes. KY6 2AQ**

FIFE DRUG AND ALCOHOL ACTION TEAM
PARTNERSHIP STRUCTURE



Fife Housing Partnership

Remit

The Fife Housing Partnership has been established to provide a single forum through which investors, planning agencies, housing providers, tenants and other relevant voluntary organisations can participate in the planning and development of effective systems and processes to meet housing and related needs in Fife.

The aim of the Fife Housing Partnership is to provide everyone in Fife with access to an affordable, warm, secure, well-maintained home that is appropriate to their needs. The partnership is achieving this aim through the development and implementation of the Local Housing Strategy 2003-2008.

Following a review of the Fife Housing Partnership, a delivery structure has been put in place to focus activity through three main themes, each of which is led jointly by a Fife Council representative and a representative from a partner agencies. The three themes are:

-
- Building Social Inclusion
- Supporting Sustainability
- Improving Housing Services

Who We Are *

- Fife Council: 2 representatives from Housing / 1 representative from Planning
- NHS Fife
- Communities Scotland
- Fife Housing Association Forum
- Private Landlords Steering Group
- Development Industry
- Tenants and Residents
- Supported by officers from the Housing Service, Development Services, Social Work Service, and the Law and Administration Service

Contact:

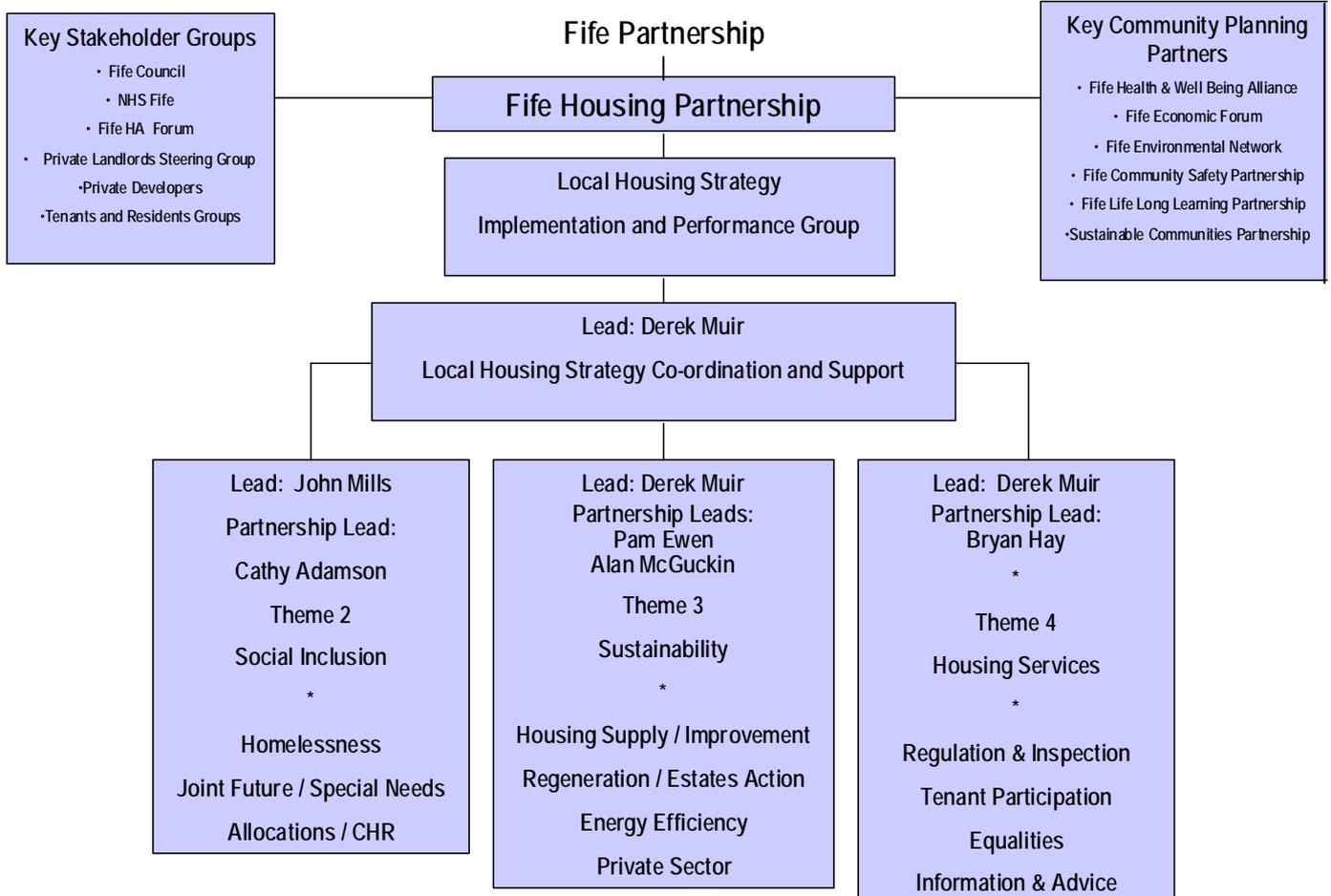
Derek Muir
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Tel: 01592 414214 / ***Fax:*** 01592 415004

Email: derek.muir@fife.gov.uk

Fife Housing Partnership

Fife Housing Partnership LHS Delivery and Reporting



Fife Rights Forum

Fife Rights Forum has the lead role for the development of the rights and advice strategy in Fife. As a partner organisation it will work within the Community Planning structures in Fife and will integrate the strategy within the Community Plan for Fife.

The Forum is a network of voluntary, statutory and other agencies that deliver free, confidential information and advice to individuals or groups in Fife. Members work in a variety of advice settings including welfare benefit and tax credits, money advice, consumer advice, health and community care, housing advice, domestic advice, children's rights, employment advice and mediation.

Remit

It is the aim of Fife Rights Forum to support the delivery of excellent rights advice services in Fife. To this end, the Forum has the following objectives:

- To support the development and delivery of partnership advice strategies and action plans
- To inform strategic and local community planning processes
- To support continued improvement of delivery of advice services
- To develop and support joint working between advice agencies and with partner agencies
- To share and promote good practice in advice provision
- To identify and address gaps in delivery of advice services
- To support the sharing of skills, information and resources
- To identify and address training needs
- To develop and support user involvement in the design, delivery and review of advice services
- To liaise with other partnerships and alliances to promote integrated, quality service delivery
- To support the development of funding applications to resource partnered advice delivery

The Forum provides

Opportunities for information sharing and sharing of good practice,
Low-cost training events on advice and rights issues,
Joint publicity and information on advice services,
Quality Standards
Referral frameworks and protocols.

Contact:

Joe MacIntyre

Tel: 01592 413972

Fax: 01592 416020

E-mail: joe.macintyre@fife.gov.uk

Fife House

North Street Glenrothes KY7 5LT

Fife Rural Partnership

Fife Rural Partnership has the lead role to develop the Community Plan commitment to improve the quality of life in rural Fife, through:

Tackling rural disadvantage

Improving and integrating services

Reducing existing inequalities

Supporting the economy of rural Fife, enhancing and preserving the natural, cultural and historic environment

Who We Are

Our membership includes representatives of the following organisations:

CVS Fife · Fife Council (Senior Councillor, Policy and Organisational Development, Transportation and Development Services · Fife Primary Care NHS Trust · Mobus · Scottish Agriculture College · Scottish Enterprise Fife · Scottish Homes · Voluntary Organisations North East Fife (VONEF) · Fisherman's Mutual Association · West Fife Villages Forum · East Neuk Initiative · Kingdom of Fife Tourist Board · Community activists · North East Fife Volunteer Bureau

Key Documents

Rural Poverty Inclusion Working Group

Rural Scotland New Approach

Community Plan

Fife Rural Partnership are developing an updated strategy for 2004

Contacts

Norma Graham, Animateur 01334 412255 norma.graham@fife.gov.uk

Phyllis Clarke, Assistant Animateur 01334 413900 phyllis.clarke@fife.gov.uk

Fax. 01334 412710

Childcare and Early Years Partnership

The Childcare partnership consists of representatives from organisations / projects that have a stake in childcare. One of the key roles of the partnership is to ensure that childcare provision in Fife meets the needs of the ever changing demand from parents / carers. It aims to identify gaps in provision, arrange training & address issues and concerns of parents, childcare providers and of course children.

Remit

- To deliver the objectives of the National Childcare Strategy in Fife.
- To ensure that all parents and children in Fife have access to high quality affordable flexible accessible childcare.
- To offer a Childcare Information Service.

Who we are

4 Elected Members of Fife Council, Childcare Coordinator, Social Work, Education, Community Services, NHS Fife, Voluntary Sector, Private Sector Employer, Fife College

Sub Groups

Training: Fife College (chair), Job Centre Plus, Scottish Enterprise Fife, Private Sector Employer, Voluntary Sector, Childcare Coordinator, NHS Fife, Social Work, Education, Community Services, Private Sector Nurseries, Childcare Partnership Development Workers, User/Parent Focus.

Early Years and Education: Education(chair), Scottish Pre School Play Association, Scottish Childminding Association, NHS Fife, Voluntary Sector, Community Services, CSNIPS, Social Work, Childcare Coordinator, Family Support Group, Private Sector Employers, User/Parent Focus, SINA, Childcare Partnership Development Workers.

Out of School Care: Voluntary Sector (chair), Social Work, Education, Community Services, NHS Fife, Childcare Partnership Development Workers, Private Sector Employer, User/Parent Focus, Childcare Coordinator, Network Coordinators-Childcare Partnership, Out of School Care Clubs, Fife Families Forum.

Special Needs: NHS Fife(chair), Children Affected by Disability theme group, Chair of Play Strategy Group, Childcare Coordinator, RNIB, Private Sector Employer, Childcare Partnership Development Workers, Social Work, Education, Community Services, Voluntary Sector, User/Parent Focus.

Contacts

Yvonne Crombie, Childcare Co-ordinator, 6 Pentland Court, Saltire Centre, Glenrothes Tel. (01592) 774002, Fax. (01592) 774882
e-mail: yvonne.crombie@fifechildcare.co.uk

Fife Child Protection Committee

Remit

Fife Child Protection Committee is the key local body for developing and implementing child protection strategy across and between agencies.

The functions include:

- The production and dissemination of public information about protecting children and young people;
- Continuous improvement of child protection work, development and implementation of inter-agency quality assurance mechanisms;
- Ensuring that clear and robust inter-agency child protection policies, procedures and protocols are in place and promoting good practice;
- Training and staff development for those working with children and families;
- Strategic planning and overview of management information;
- Promoting effective communication and collaboration between agencies;

Fife Child Protection Committee will operate within the framework of the following principles:

- A child centred approach in which the best interest of the child are paramount;
- Joint working based on mutual respect and shared understanding of one another's roles and responsibilities;
- A proactive approach to all child protection work;
- A focus on improved outcomes for children and families;
- Participation and responsiveness at a local level.

Membership

Representation comes from the main agencies with direct responsibilities for or interest in matters of child protection across Fife:-

- Local Authority (Social Work, Education, Housing and Community Services)
- NHS Fife
- Fife Constabulary
- Procurator Fiscal Service
- Scottish Children's Reporter Administration
- Voluntary Sector
- Fife DAAT
- Armed Forces

Contacts

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Quality Assurance and Development Officer – Josie Duffy

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Email: josie.duffy@fife.gov.uk

CPC Administrator – Kath Collins

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Email: kath.collins@fife.gov.uk

Auchterderran Centre

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Cardenden

KY5 0NE

Fax: 01592 414662

4. Further Resources

This section provides information sources and useful links to further information on community planning, as well as key documents relating to community planning in Fife and its related themes.

General Information

The Scottish Executive, (2001) *Community Planning In Scotland*,
http://communityplanning.org.uk/documents/Final_report1.pdf

The Scottish Executive, (2002) *Capacity Building for Community Planning, A Report to the Community Planning Task Force*
<http://www.scotland.gov.uk/library5/planning/cbcp-03.asp>

The Scottish Executive, (2002) *Getting under the Skin of Community Planning*
<http://www.scotland.gov.uk/cru/resfnds/lgrf1-00.asp>

COSLA (1999) *Focusing on Citizens: a guide to approaches and methods*

COSLA (2002) *Engaging Communities: directory of examples from practice*

Community Development Foundation (2002) *Involving Local People in Community Planning in Scotland*
<http://www.communityplanning.org.uk/documents/engcommunitiesincp.pdf>

Websites:

www.communityplanning.net

A good starting point providing easily accessible how to do best practice information

www.communityplanning.org.uk

This is the Community Planning Implementation Group's website which contains information on legislation guidance and best practice

www.lgpartnerships.com

Website: Working Together, Learning Together:

<http://www.wtltnet.org.uk/wtltnewsite2/Homepage.htm>

Website: Learning Partnerships: Guide to positive self review

<http://www.lpevaluation.co.uk>

A useful website containing toolkits to assess partnership working as well as reviewing learning and skill needs within partnerships.

www.adept.org.uk

ADEPT is a non-profit specialist agency providing community development and capacity building services, including checklists and toolkits.

Developing Fife's Future, a Community Plan for Fife (2000)
State of Fife Report-the first annual progress report of the Fife Community Plan (2001)

State of Fife Report-annual progress report of the Fife Community Plan (2002)

State of Fife Milestones Report (2001/2002)

Partnership working

A selection of toolkits that may be useful for evaluating partnerships are contained in the Communities Scotland/Community Planning Task Force research publication *Assessment of Partnership Toolkits:*

Volume 1: <http://www.communityplanning.org.uk/documents/ToolkitFinalVol.pdf>

Volume 2:

<http://www.communityplanning.org.uk/documents/ToolkitFinalVol2.pdf>

Audit Commission (1998) *A fruitful partnership: effective partnership working*

Joseph Rowntree Foundation (1997) *Making partnerships work: a practical guide for the public, private, voluntary and community sectors*

Partners in Health: A Toolkit for building successful partnerships (2003) Published by Health Scotland, Woodburn House, Canaan Lane, Edinburgh

Summary Report (June 2003) A summary Report on partnership interviews conducted in early 2003 to gain insight into current issues in partnership working in Fife. For current and up-to date information on partnership working in Fife contact: Robert Breslin, Policy Officer, Partnership Support Team, Tel: 01592 41 6758 or email: robert.breslin@fife.gov.uk

Health and Well Being

Scottish Executive: *Towards a Healthier Scotland*
(<http://www.scotland.gov.uk/library/documents-w7/tahs-00.htm>)

Joint Health Improvement Plans
(<http://www.show.scot.nhs.uk/sehd/publications/DC20020116OurCommHeJointHIPs.pdf>)

Community Care: A joint Future <http://www.scotland.gov.uk/health/jointfutureunit>

Community Care and Health (Scotland) Act Guidance
<http://www.scotland.gov.uk/library5/health/ipjw-00.asp>.

Website on Integrated Working:
www.gla.ac.uk/centres/nuffield/iwp

Joint Health Improvement Plan for Fife (2003-2006)

Alcohol Strategy for Fife (2003)

Well Educated and Skilled Fife

Lifelong Learning Strategy for Scotland 'Life Through Learning Through Life'

(<http://www.scotland.gov.uk/library5/lifelong/lism-00asp>)

Working & Learning Together to Build Stronger Communities
www.scotland.gov.uk/library5/social/walt-00.asp

Smart Successful Scotland
www.scotland.gov.uk/library3/enterprise/sss-00.asp

National Priorities in Education
www.scotland.gov.uk/library5/education/npn02-00.asp

Determined to Succeed
Education for Work in Enterprise
<http://www.enterpriseineducation.org/dtos.pdf>

Education - All Subject Areas
<http://www.scotland.gov.uk/publications/subjects.aspx?subtreeid=464&subtreelevel=0>

New Community Schools (integrated community schools)
<http://scotland.gov.uk/education/newcommunityschools>

Fife Lifelong Learning Partnership Core Document
<http://www.fifedirect.org.uk/atozsearch/index.cfm?fuseaction=ViewDoc&menuid=1C835426-ED85-4388-B9042355A06728A0&PubId=B4DFFD6B-17B2-4C74-B8B5A2A996231C98&cfid=657590&cftoken=40089907>
Community learning strategy for Fife

Adult Literacy and Numeracy Action Plan

Safer Communities

The Community Safety Award Plan:
[Http://www.scotland.gov.uk/library5/society/cspa-00.asp](http://www.scotland.gov.uk/library5/society/cspa-00.asp)

Website: Crime Reduction
<http://www.crimereduction.gov/toolkits/p00.htm>

Website includes case studies and actions needed for the Crime and Disorder Act:

<http://www.audit-commission.gov.uk>

Scottish Executive (2002) - It's everyone's job to make sure I'm alright: Report of the Child Protection Audit and Review

<http://www.scotland.gov.uk/library5/education/1aar-00.asp>

Community Safety Strategy

Racial Violence and Harassment Strategy

Youth Justice Strategy

Domestic Abuse Strategy

Stronger Communities

Community Learning and Development

<http://www.communityplanning.org.uk/documents/CLDWayForwarddocMay30FINALAPPROVED.pdf>

Website: on regeneration

<http://www.Regen.net>

Scottish Executive child protection site

<http://www.scotland.gov.uk/about/ED/CnF/00017834/childprotection.aspx>

Central Fife Action Plan (2003)

Fife SIP/Promoting Social Justice Strategy (2002-2005)

Fife Local Housing Strategy

Homelessness Strategy

Equality Forum Work Programme

Fife Children's Services Plan

Flexible and Diverse Economy

Scottish Executive (2000) *the Framework for Economic Development*

<http://www.scotland.gov.uk/library3/economics/feds-00.asp>

National Guidelines for Local Economic Forums

http://www.scotland.gov.uk/enterprise/localeconomicforums/lef_guide2_final.pdf

Fife Local Economic Development Strategy (FLEDS) (2003)

Fife Tourism Strategy (2003-2008)

Safeguarding and Improving our Environment

Scottish Executive (2000) *Rural Scotland: A New Approach*
<http://www.scotland.gov.uk/library2/doc15/rsna-00.asp>

20yr Land Use Plan (to be finalised in 2005)

"Take a Pride in Fife"-Environmental Strategy for Fife (2003-2005)

Fife Local Biodiversity Action Plan

Improving Services

21st Century Government Website:
<http://www.scotland.gov.uk/government/c21g/>

Community Budgeting
<http://www.scotland.gov.uk/about/DD/SI/00016209/page847272500.aspx>

Information Sharing
<http://www.audit-scotland.gov.uk/publications/pdf/00104ac.pdf>
Children's Services Plan (2001-2004)

5. Appendices

APPENDIX 1

Performance Management Framework

Progress towards the three goals and six key themes of the Fife community plan is reported annually in the State of Fife Report, which includes 78 'milestones' or statistical indicators.

Most of the target outcomes of the Fife community plan will be achieved through partnership working. A range of partnerships, forums and networks has been developed to deliver the plan. Many of these bodies also deliver national objectives.

This framework provides a methodology for monitoring the progress of individual partnerships, forums and networks. It includes:

- An annual reporting requirement
- A balanced scorecard approach to evaluating partnership capacity, outcomes and alignment to the Fife community plan.

Annual Reporting Requirements

All Fife Community Plan partnerships, forums and networks must provide regular reports to the Community Planning Implementation Group. These reports should include the following elements:

- a) Remit and objectives of the strategy
- b) Progress report against the Balanced Scorecard (see below)
- c) Action plan for the year ahead.

Balanced Scorecard

The Balanced Scorecard provides a methodology for measuring partnerships' progress in the following areas of activity:

- Impact
- External processes
- Partnership working
- Resources

A. *Impact*

Each partnership should provide its own impact objectives and performance indicators. Where specific community plan milestones are the responsibility of a partnership, these should be included in this section.

Increasingly, partnerships work together to tackle particular issues. Where a strategic objective is shared with another partnership, this relationship should be indicated.

B. *External Processes*

This section focuses on customer focus, community involvement and engagement with the overall community planning process.

C. *Partnership Working*

This section focuses on the processes required to ensure that a partnership is effective and able to take advantage of the opportunities afforded by working together. It evaluates not only overall partnership performance, but also examines the equality of commitment by partner agencies to the shared agenda.

D. *Resources*

This section evaluates evidence of the sharing of resources, effectiveness in generating external income and partner agencies' commitment to making the process work.

Contacts for Funding

A variety of grants and funding streams are available to support projects from organisations like Fife Council and the National Lottery.

Information on funding, from whom and where to get advice is detailed on [fifedirect](http://fifedirect.org.uk).

Go to :

www.fifedirect.org.uk

A site search of “Grants and Funding” will give you a list of links. Clicking on Grants and Funding will bring you to a page where you can register with “Grantnet” which searches a database of thousands of funding sources. At the bottom of the page under publications is a Community Grants Scheme Booklet that is regularly updated and can be printed off. The booklet details Council grants, Lottery grants and more with supporting information

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For further information on the Fife Partnership Resource Pack please contact
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