



Children's Services Plan

2021 - 2023



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Our
Partnership
Working for
Children &
Families
in Fife

Introduction

Fife's Children's Services Partnership involves a range of partners that provide services for children and young people working together, in order to promote, support and safeguard the wellbeing of all children and young people.

This Children's Services Plan sets out how we will work together to achieve this aim over the period 2021-23. It has been prepared by the senior leaders of Fife Children's Services Partnership.

We are committed to working with children, young people and families in developing and delivering our services. This has been a challenging task during the Covid pandemic. However, the priorities and actions outlined in this plan have been informed by feedback from children, young people and families, gathered through a range of surveys over the last year. It also reflects the experiences and insights of staff, who have worked with Fife families during this difficult period.

The Covid pandemic has increased the challenges experienced for many people with, for example, children's lives and education being disrupted, job losses, and employees being furloughed. This makes the Plan even more important and it provides an opportunity to place children and families at the centre of recovery planning over the coming two years.



Carrie Lindsay
Chair, Children in Fife

Our Vision

Fife Children's Services Partnership is committed to promoting, supporting and safeguarding the wellbeing of all children and young people in Fife.

We recognise that the children, young people and families of Fife have experiences, needs and aspirations that are many and varied.

Ours is a challenging goal to achieve. There are many ways in which we already do this well, but there are also significant areas where we can improve. This Plan sets out the work that we need to do to address the most significant of these areas for further improvement.

At the heart of this work is our Vision, our shared ambition as a Children's Services Partnership: **'Making Fife a place where every child and young person matters'**

Making Fife a place where every child and young person matters

Our Values

Working together to achieve our **vision** of ‘**Making Fife a place where every child and young person matters**’ is important to everyone. By ensuring we have a shared set of values, irrespective of which service or organisation we work for, we are confident that our priorities and plans will allow us to work together to achieve our ambitions.

Developing a shared understanding of our values is seen by all Children’s Services partners as key to evaluating – not only the work that we do – but how we do it. In developing our current plans, we spent time with our leaders and practitioners across the Children’s Services Partnership to reflect on our values, ensuring that our work has a clear sense of purpose, underpinned by strong guiding principles. This supports our focus on collective leadership and empowerment, which are strong features of the work we carry out as a Partnership.

As part of this work, time was taken to explore what values meant to each of us, how they influence the way we behave, and how they allow us to work together effectively.

Through this process we have identified a common set of **values**, which demonstrate our shared commitment to improving outcomes for our children, young people and families: **Compassion, Ambition, Respect, Collaboration, and Integrity.**

Compassion

Ambition

Respect

Collaboration

Integrity

Our Priorities for 2021-23

The Priorities for this Plan aim to support recovery from the Covid pandemic for all children, young people and families. However, they have a particular focus on Fife's most disadvantaged and vulnerable children and young people. They are:

- **Delivering the Promise**
- **Supporting Wellbeing**
- **Closing the Equity Gap**
- **Promoting Children's Rights**

Our work to improve these four priorities during the next two years will include:

- **Partnership Improvement Activity.** This will focus on the impact of our work with children, young people and families, with the aim of improving their outcomes and experiences. It will develop the way that we work together to support children and young people from universal services (early intervention and prevention), through additional (identifying and meeting escalating needs), to intensive support for the most vulnerable children and young people.

This joint working will be supported by our continued use and development of quality improvement approaches. This work has begun and is being further developed to support the Partnership's approach to Recovery and Reform in response to the Covid pandemic. The **Annual Reports for 2021/22 and 2022/23** will provide updates on how these approaches are developing, including improved baseline and monitoring data that is being developed as part of this work.

- **Systemic Reviews and Reforms.** These will build on the learning gained from changes made to our local and joint working arrangements during the Covid pandemic. This work will focus on improving the way that we work together as a Partnership, using our collective skills, knowledge, resources and capacity. Work will also be undertaken to simplify the way that we approach strategic planning across all aspects of children's services, helping to improve the way that we work and our ability to monitor the impact of our improvement actions.

Our Priorities
for 2021-23

Our Priorities: Delivering the Promise

Context

Quantitative measures of outcomes for care experienced children and young people show a significant gap in comparison with their peers. Qualitative feedback also highlights the lack of child-centred and systemic support for children as they encounter services, leading to a negative experience for many individuals.

We will work collectively to deliver the Promise, improving the experiences and outcomes of: those who experience care, those who may be described as on the 'edge of care', and those who have a requirement for additional services to support them to live safely at home.



| The actions that we will take | How we will monitor & report our success |
|---|---|
| We will work together to ensure early & effective intervention through better single-agency planning and assessment, to support improving outcomes through the Child Wellbeing Pathway. | Progress will be reported in the Annual Reports , including the impact on the number of referrals to social work. |
| We will work together, supported by the use of 4DX, to improve early and effective intervention at the additional stage, by ensuring that scaffolding is in place to maintain children safely at home. | We will increase the number of Fife children supported safely at home/with family (4DX scorecard measure). |
| We will develop shared minimum datasets, to evaluate our approach to additional support. | Evaluations of the impact of commissioned services will be reported in the Annual Reports . |
| We will work together to support the principles and values of the Belonging to Fife Strategy, to ensure dynamic multi-agency planning for all children looked after away from home where permanence planning has not been concluded | Progress and analysis will be reported in the Annual Reports , including the impact on numbers of Looked After and Accommodated Young People |
| We will develop a routine questionnaire to gather feedback on family experience of wellbeing meetings, to evaluate their impact and value. | We will analyse data received & adapt practice as a consequence. To be reported in Annual Reports . |
| We will work together, using a 4DX approach: (i) to improve the school attendance of looked after children, enabling better attainment; and (ii) to improve the attendance of children in key decision making meetings. | We will: (i) increase school attendance of Looked After Children; and (ii) increase attendance at key decision-making meetings (4DX scorecard measures). |
| During 2021/22, we will review the way that groups supporting the work of the Child Protection Committee, Children's Services Partnership Group and Corporate Parenting Board function – both independently and together – in order to improve planning and reduce duplication. | The Annual Report 2021/22 will include an overview of our revised planning arrangements across all aspects of children's services. |

Our Priorities: Supporting Wellbeing

Context

Emotional wellbeing and mental health were a significant concern for young people before the pandemic, as was the negative impact of work-related stress on staff. The pandemic has further increased the stresses on young people and staff. The pandemic has also had a negative impact on the opportunities for children and young people to play and be physically active.

Supporting the emotional and physical wellbeing of children, young people, families and staff is a priority for the recovery period.

| The actions that we will take | How we will monitor & report our success |
|--|---|
| We will work collectively to support child development, to give all children the best start in life. | Percentage of children with any developmental concern recorded at their 27-30 month review (scorecard measure) |
| <p>We will improve the range of data we gather and examine. This will enable us to ensure we respond appropriately to the diverse wellbeing needs of children, young people and staff, during the recovery from Covid.</p> <p>For young people this will centre on the implementation of the new National Health & Wellbeing Census, which will gather data on a breadth of wellbeing aspects.</p> | <p>We will develop shared, multi-agency minimum data sets for key health themes for young people: a) Physical Activity and Healthy Weight, b) Mental Health and Wellbeing, c) Drugs and Alcohol, d) Sexual Health and Child Sexual Exploitation, and as a basis for improved strategic planning.</p> <p>We will report on progress in developing these data sets in the Annual Reports.</p> |
| We will extend and enhance the range of services available to young people aged 5-26 to support them with a) distress and b) support for positive mental health and wellbeing. | We will work across partners to gather service user numbers and feedback and produce case studies for new, enhanced and extended services. These will be reported in the Annual Reports . |
| We will work in consultation with young people and families to devise and introduce actions and interventions, designed to address the needs identified from the themed health minimum data sets. | We will examine ease of access to services and user satisfaction. We will also examine the impact of actions and interventions on core indicators within the relevant minimum data set themes, to establish quantitative evidence of improvement. This will be reported in the Annual Reports . |
| We will extend and enhance the range of supports available and accessible to staff to ensure we support everyone through this period of recovery | We will work across partners to gather data in relation to staff wellbeing, to ensure feedback is used to inform new service developments. To be reviewed in the Annual Reports . |

Our Priorities: Closing the Equity Gap

Context

Pre-Covid, there were significant differences in outcomes for the most and least disadvantaged children across Scotland. These equity gaps had closed in Fife for a range of measures before the pandemic, but evidence suggests that many have widened again as a result of the impact of Covid.

Fife Partnership works collectively to tackle poverty across Fife's Communities. The Fife Child Poverty Action Report provides a focus for our collective action to address the immediate impact of poverty on Fife families, by: improving income from employment; reducing barriers caused by the cost of living; and increasing income from social security and benefits in kind. The Children's Services Plan supports this work, with a focus on improving opportunities and life chances of children and young people living in poverty, by reducing the equity gap in outcomes for our most disadvantaged, particularly those facing multiple forms of disadvantage.

| The actions that we will take | How we will monitor & report our success |
|--|---|
| We will develop a framework for measuring and monitoring the outcomes of children and young people facing significant and multiple forms of disadvantage. | The Annual Report 2021/22 will include an overview of outcomes for children and young people facing multiple forms of disadvantage, and will set out a baseline for measuring improved outcomes in future years. |
| We will work together, using quality improvement approaches including Model for Improvement, to improve the attendance at school of children and young people facing disadvantage, enabling better attainment and achievement for them. | We will increase the percentage attendance of children living in SIMD Q1 (scorecard measure). We will increase the percentage of P1/P4/P7 children living in SIMD Q1 who are achieving the expected levels of Curriculum for Excellence (scorecard measure). |
| We will work together as a Children's Services Partnership and with wider partners, to improve the opportunities and post-school destinations of school leavers facing disadvantage. | We will increase the percentage of school leavers living in SIMD Q1 who enter a positive destination from school (scorecard measure). |
| During 2021/22, we will review the way that groups supporting Child Poverty Action Reporting and Children's Services Planning in Fife work together, to ensure that their work is aligned and supports effective working across all areas. | The Annual Report 2021/22 will include an overview of our review and revised planning arrangements across all aspects of children's services. |

Our Priorities: Promoting Children's Rights

Context

Promoting children's rights is integral to ensuring that they are able to participate meaningfully and appropriately in the services and support they receive, enabling them to develop their potential to the full.

We will continue to embed the UNCRC in our collective work, to ensure best practice is evident across the Children's Services Partnership and to promote Children's Rights. We will ensure full consideration is given to the readiness for commencement of the UNCRC Implementation Scotland Bill across the wider Fife Partnership.



| The actions that we will take | How we will monitor & report our success |
|--|---|
| We will work to embed the use of Child Rights and Wellbeing Impact Assessments (CRWIAs) to plan for the meaningful involvement of children and young people in the design and delivery of all services across the Fife Partnership. | Awareness of the CRWIA among relevant staff; data on the proportion of relevant policy decisions for which a CRWIA has been completed (survey & audit data to be reported in the Annual Reports). |
| We will provide professional learning and awareness raising through a variety of approaches to ensure all staff across services are aware of the implications of the UNCRC in their own context. | Percentage of staff surveyed who are confident that they understand the implications of the UNCRC and how to give effect to Children's Rights (survey data to be reported in the Annual Reports). |
| Further develop an inclusive approach to communication with all children and young people, to ensure that their rights are being considered and upheld. | Qualitative feedback from children and young people on the effectiveness of our approach will be included in the Annual Reports . |
| We will develop our approach to engagement of children and young people in a systematic and meaningful way, in order to evaluate and monitor our progress in developing best practice and giving effect to Children's Rights. | The Annual Reports will provide an update on the development and implementation of this approach. |
| During 2021/22, we will review the way that groups supporting Children's Rights Reporting and Children's Services Planning in Fife work together, to ensure that their work is both aligned and supports effective working across all areas. | The Annual Report 2021/22 will include an overview of our revised planning arrangements across all aspects of children's services. |

Measuring Our Progress

We will measure the impact of our **strategic actions** through the following **scorecard** measures:

| Outcome measure | Current Fife Performance | Benchmark (if available) | Improvement goal |
|---|-----------------------------------|--|--|
| Delivering the Promise | | | |
| Proportion of Fife children with a multi-agency child's plan who are supported safely at home | 70% (March 2021) | N/A (Fife local data) | 74% (By 31 March 2022) |
| Attendance of looked after children at school | 89.1% (2019/20 – Fife LAC) | 91.3% (2019/20 – Fife all pupils) | Increase to match benchmark |
| Attendance of children in key decision making meetings | 39% (March 2021) | N/A (Fife local data) | 60% (By 31 March 2022) |
| Closing the equity gap | | | |
| Percentage attendance of children living in SIMD Q1 | 88.0% (2019/20 – Fife SIMD Q1) | 91.3% (2019/20 – Fife all pupils) | Increase to match benchmark |
| Percentage of P1/P4/P7 children living in SIMD Q1 achieving expected level in the curriculum: literacy | 50.4% (2019/20 – Fife) | Data was not collected nationally in 2019/20 | Improve by 6.9% p.a. to 85% by 2024/25 |
| Percentage of P1/P4/P7 children living in SIMD Q1 achieving expected level in the curriculum: numeracy | 57.8% (2019/20 – Fife) | Data was not collected nationally in 2019/20 | Improve by 5.4% p.a. to 85% by 2024/25 |
| Percentage of leavers living in SIMD Q1 who enter a positive destination from school | 86.6% (2019/20 – Fife) | 90.0% (2019/20 – Scotland) | Increase to match Scotland |
| Note. The headline measure for progress in this priority will report outcomes for children and young people living in SIMD Quintile 1. Outcomes for other groups, including those facing multiple forms of disadvantage, will be reported in the Annual Reports. | | | |
| Supporting wellbeing | | | |
| Percentage of children with any developmental concern recorded at their 27-30 month review | 15.6% (2019/20 – Fife) | 14.3% (2019/20 – Scotland) | Reduce to match Scotland |
| Note. Minimum data sets for key health themes will be developed during the Plan. Scorecard measures will be identified from these datasets, to provide additional measures of progress. Once available, these will be reported in future Annual Reports. | | | |
| Promoting Children's Rights | | | |
| Note. Staff surveys and audit work will be undertaken to measure the coverage and impact of training to support this priority. These will be reported in future Annual Reports. | | | |

Why Our Priorities Matter

Our Improvement Story

Fife Children's Services Partnership has undertaken a wide-ranging review of the outcomes and experiences of children, young people and families in Fife. An overview of this evidence is contained in the **Annual Report on Children's Services 2020-21**, which accompanies this Plan. Key themes identified from this review are summarised below.

It is clear from the available evidence that, before the Covid pandemic, significant progress was made both in improving outcomes overall and in closing the equity gap between outcomes for the most and least disadvantaged. However, there is evidence that Covid pandemic has led to a set back in the progress made in improving many of these outcomes and a further widening of the equity gap for a range of measures.

The evidence presented on the **Annual Report on Children's Services 2020-21** includes both quantitative data about outcomes for children and young people in Fife and qualitative evidence, gathered from a wide range of survey evidence and through professional reflection at the partnership's Children's Services Development Sessions. This evidence is in broad agreement with national research on the impact of the Covid pandemic and highlights the importance of a number of key issues for the coming period of recovery:

- The need for a targeted response, with a focus on the needs of the most disadvantaged and vulnerable children and young people.
- The value of trauma-informed and nurturing approaches, recognising the particular needs of vulnerable children and young people.
- The importance of friendship and relationships, of enabling children to re-establish and further develop their networks of support, and of supporting staff wellbeing.
- The role of choice and participation, recognising the varied needs of children and young people, and allowing them greater voice in identifying how their needs are met.
- The need to mitigate the impact of poverty, recognising that the Covid pandemic has had a negative impact on: overall levels of poverty; and specific issues like food poverty and inequalities in digital access/opportunity.

Our priorities for improvement seek to address these challenges.

How Our Priorities Support National Policy

The Children & Young People Act 2014 underpinned by the **United Nations on the Rights of the Child** sets out a requirement to deliver services aimed at promoting, supporting and safeguarding the wellbeing of children, young people and their families. Children's rights have been enhanced by this legislation and local authorities are required to report on progress similar to the duties within the Child Poverty (Scotland) Act 2017 which requires local authorities to provide annual progress and planning reports against the national delivery plan.



The policy framework of **Getting It Right For Every Child** is now well embedded across the Fife partnership supported by key local policy frameworks such as the Getting in Right in Fife framework and the Child Wellbeing Pathway which promotes early & proportionate intervention to address wellbeing needs and concerns across the continuum of need – whether universal, additional or intensive.

The Independent Care review, commissioned in 2017, led to a root and branch review of Scotland's care system resulting in the publication of **The Promise** in 2020. The five foundations of the Promise are central to the new Children's Services plan, reflect the key principles of the Belonging to Fife Strategy and weave across our priorities. They will help transformation our systems, practice and culture, ensuring that:

Voice: children are listened to and meaningfully and appropriately involved in decision-making about their care.

Family: where children are safe in their families and feel loved they must stay there – and families must be given support together to nurture that love and overcome the difficulties they face.

Care: where living with their family is not possible, children must stay with their brothers and sisters where safe to do so and belong to a loving home, staying there for as long as needed.

People: children that we care for must be actively supported to develop relationships with people in the workforce and wider community, who in turn must be supported to be compassionate.

Scaffolding: children, families and the workforce must be supported by a system that is there when it is needed. The 'scaffolding' of help, support and accountability must be ready and responsive when it is required.



How Our Plan Will Promote Children's Rights

By **Delivering the Promise** we will promote:

Article 9. I have a right to live with a family who care for me.

Article 18. I have the right to be brought up by both parents, if possible.

Article 19. I have the right to be protected from being hurt or badly treated.

Article 20. I have the right to special protection and help if I can't live with my own family.

Article 21. I have the right to have the best care if I am adopted.

Article 22. If I am a refugee, I have the same rights as children born in that country.

Article 25. If I am not living with my family, people should keep checking I am safe and happy.

Article 39. I have the right to get help if I have been hurt, neglected or badly treated.



By **Promoting Children's Rights**, we will promote:

Article 3 The best interests of children and young people should be thought about at all levels of society.

Article 5. The Government should respect the right of my family to help me know about my rights.

Article 12. Children and young people have the human right to have opinions and for these opinions to be heard and taken seriously.



By **Supporting Wellbeing** we will promote:

Article 24. I have the right to good quality health care, to clean water and good food.



By **Closing the Equity Gap** we will promote:

Article 1. Everyone under 18 has the rights the UNCRC talks about, no matter who they are.

Article 23. If I have a disability, I have the right to special care and education

Article 26. My family should get the money they need to help bring me up.

Article 27. I have the right to have a proper house, food and clothing.

Article 29. I have the right to an education which develops my personality, and which helps my mind, body and talents to be the best they can.



How Improvement Methodology underpins Improvement in Fife

The **Children & Young People's Improvement Collaborative (CYPIC)** has been a focus for improvement work across the Children's Services Partnership over a number of years. This continues to evidence significant impact supporting staff across children's services applying the Scottish Government's 3-step Improvement Framework for Public Services - an overarching framework to test improvement at a local level.

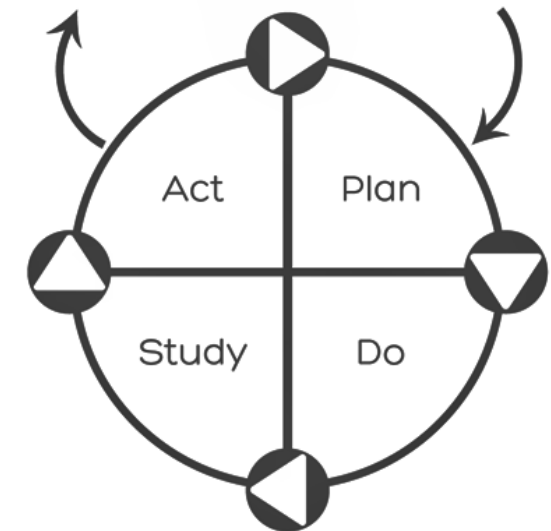
Approaches supported by CYPIC include the **Model for Improvement**, which enables practitioners to test, measure, implement, and spread new and better ways of working to make services more effective and responsive to the needs of children, young people and families.

The Children's Services Partnership have also begun a journey of improvement work applying the **4DX** methodology, based on Franklin Covey's Four Disciplines of Execution. This is aligned to a key strategic priority aligned to The Promise: *'Increasing the proportion of children with a multiagency child's plan who can be supported to live Safely at Home from 70% to 74% by March 31st 2022.*

Delivering
Our Plan

Model for Improvement

| |
|---|
| What are we trying to accomplish? |
| How will we know that a change is an improvement? |
| What change can we make that will result in improvement? |



Strengthening Our Data for Strategic Planning and Improvement

Fife's partnership approach to performance and improvement has deepened since the last plan, through learning gained by applying quality improvement methodologies to our practice. This work has led to the better use of data at an operational level, enabling improved individual outcomes and experiences for many children, young people and families.

The partnership has also improved its collective working with data, strengthening the way that available data is used to review outcomes and experiences across all aspects of wellbeing.

Over the next two years the children's services partnership will focus on improving the scope of data available at a strategic level to inform planning, particularly those areas where quantitative data is currently less readily available but which are of central importance for recovery from the Covid pandemic.

A key goal will be: **ensuring that data available at a strategic level connects with meaningful evidence about the lived experience and life opportunities of children, young people and families in their local communities.**

This will include the development of minimum data sets:

- For key health themes for young people: a) Physical Activity and Healthy Weight, b) Mental Health and Wellbeing, c) Drugs and Alcohol, and d) Sexual Health and Child Sexual Exploitation.
- To monitor the impact and outcomes of services commissioned to support an early and effective intervention at the additional stage, ensuring that scaffolding is in place to maintain children safely at home.

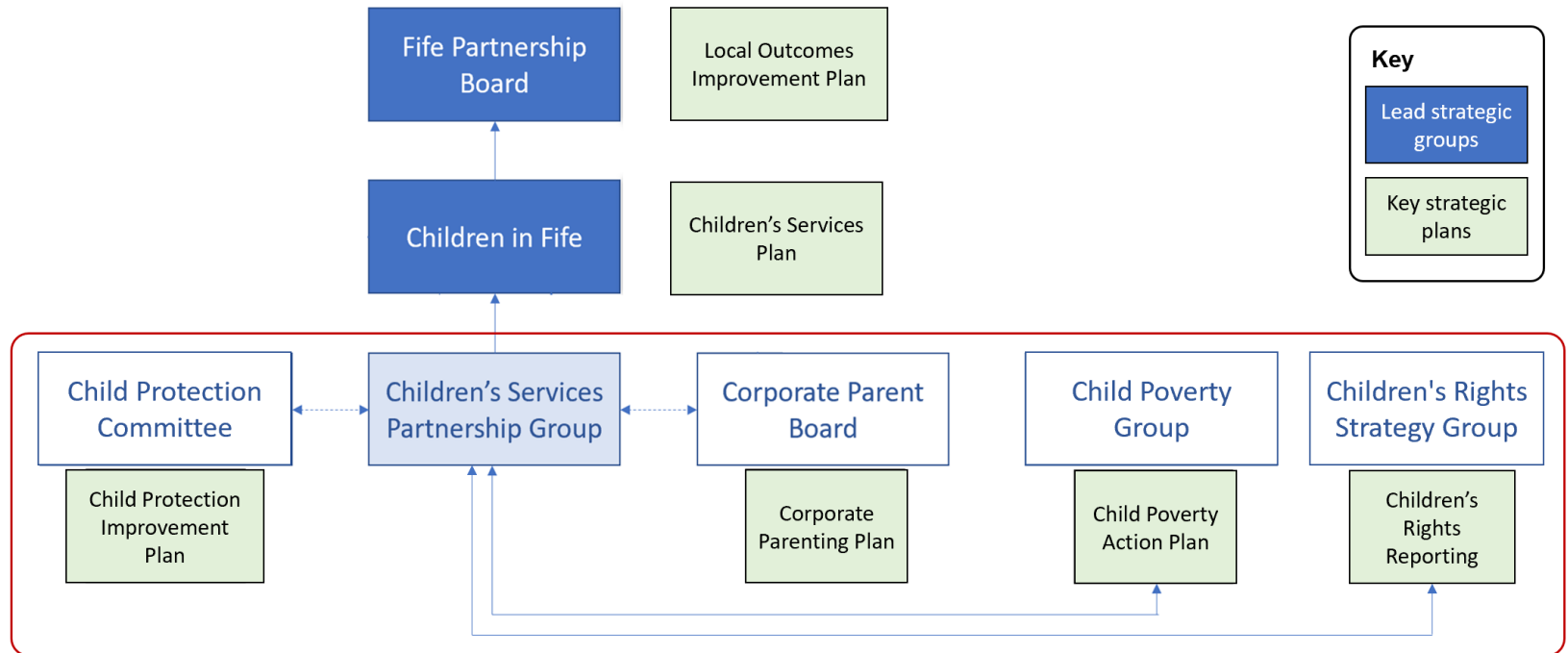
It will also include work to improve the data available to monitor outcomes for children, young people and families facing significant or multiple forms of disadvantage.



Strengthening Our Approach to Partnership Working

Children in Fife is the leadership group of the Fife Children's Services Partnership. It reports to the Fife Partnership Board and coordinates the input of children's services to community planning.

Children in Fife provides oversight of strategic planning for children's services, and coordinates work with the lead strategic groups on the key areas of planning that affect children, young people and families.



Each lead strategic group focuses on a different aspect of children's services, but all share a common concern with improving outcomes for the most disadvantaged and vulnerable children and young people in Fife.

In order to strengthen our approach to partnership working, the Fife Children's Services Partnership will work with these lead strategic groups over the coming year, to ensure that the work of each group is aligned, reduces duplication, and supports effective working across all areas.

The Annual Report 2021/22 will provide an overview of this review and will outline arrangements for supporting children's services planning for the future.

Scottish Index of Multiple Deprivation (SIMD)

The Scottish Index of Multiple Deprivation is the Scottish Government's standard approach to measuring relative levels of disadvantage across Scotland. It provides information about a range of resources and opportunities available to communities at a local level. These relate to: income, employment, education, health, access to services, crime and housing.

SIMD is calculated for defined local, geographical areas called data zones. There are 6,976 datazones across Scotland.

Each of these datazones fall within five families, called quintiles, according to the overall level of multiple deprivation recorded by SIMD for that area. SIMD Quintile 1 (often abbreviated to **SIMD Q1**) refers to the most deprived areas, as measured by SIMD.

Further information can be found at: <https://www.gov.scot/collections/scottish-index-of-multiple-deprivation-2020/>



United Nations on the Rights of the Child (UNCRC)

The United Nations Convention on the Rights of the Child (**UNCRC**) is the global “gold standard” for children’s rights and sets out the fundamental rights of all children.

In Scotland, the UNCRC is already used to provide a framework to ensure that children's rights are considered whenever decisions are taken, and to help provide every child with a good start in life and a safe, healthy and happy childhood. It forms the basis of Scotland’s national approach for supporting children, called Getting it right for every child (**GIRFEC**).

Further information can be found at: <https://www.gov.scot/policies/human-rights/childrens-rights/>



Child Rights and Wellbeing Impact Assessment (CRWIA)

The Child Rights and Wellbeing Impact Assessment (**CRWIA**) is the approach that officials use to provide evidence that proper consideration has been given to the impact that any policy or strategy will have on children and young people up to the age of 18.

Further information can be found at: <https://www.gov.scot/collections/childrens-rights-and-wellbeing-impact-assessments-guidance/>

GIRFEC

Scotland's national approach for supporting children, is called Getting it right for every child (**GIRFEC**). It supports families by making sure children and young people can receive the right help, at the right time, from the right people. The aim is to help them to grow up feeling loved, safe and respected so that they can realise their full potential.

GIRFEC helps the different agencies, services and teams who form part of the Fife Children's Services Partnership work better together.

Further information can be found at: <https://www.gov.scot/policies/girfec/>



The Promise

In 2017, the Scottish Government launched an Independent Review of Scotland's Care System (Children and Young People) to help Scotland deliver the 'world's best care system'.

The Promise is responsible for driving the work of change demanded by the findings of the Independent Care Review, following their publication in 2020. It works with all kinds of organisations to support shifts in policy, practice and culture so Scotland can *#KeepThePromise* it made to care experienced infants, children, young people, adults and their families - that every child grows up loved, safe and respected, and able to realise their full potential.

Further information can be found at: <https://thepromise.scot/>



Four Disciplines of Execution (4DX)

For further information, see: "How Improvement Methodology Underpins Improvement in Fife" on page 15.

Note – this version of the plan reflects an update on 15 July 2021, with a correction to the scorecard data on page 11.



Fife's Community Planning Partners: Fife Council • NHS Fife • Fife's Voluntary Sector • Police Scotland • Scottish Fire & Rescue Service
• Fife College • Scottish Enterprise • St Andrews University • SEStran • Skills Development Scotland • Scottish Government
Working together to deliver our Community Plan and strengthen Fife's future www.fifedirect.org.uk/communityplanning