

**Fife Health  
& Social Care  
Partnership**



Supporting the people of Fife together

# Local Partnership Forum Annual Report 2020-21



# Contents

**1. Message from the Chairs, Local Partnership Forum**

**2. Introduction**

**3. Communications**

**4. Health and wellbeing**

**5. Promoting attendance**

**6. Training and development**

**7. Health and safety**

**8. Equality and fairness**

**9. Engagement**

## 1. Message from the chairs, Local Partnership Forum

**Welcome to our first Local Partnership Forum annual report.**

Our staff do an amazing job every day to care and support the people of Fife and we want to ensure all our staff are supported to do this.

There's been great work achieved over the past year in the most difficult of circumstances and the resilience, professionalism and kindness shown by our staff to all those we care for, and to each other has been exceptional.

How we work together to improve integration is key to the work of the Fife Health & Social Care Partnership (FHSCP) and fundamental to that is the relationship between ourselves and our staff. The staff voice is represented by our Trade Unions and Professional Associations and it is this relationship which forms the bedrock of the Local Partnership Forum.

We hope you enjoy reading about the great work that was achieved over the last year and what we hope to achieve over the coming 12 months.



**Nicky Connor**  
**Co Chair**  
**Director Fife HSCP**



**Simon Fevre**  
**Co Chair**  
**NHS Fife**  
**Trade Unions**



**Eleanor Haggett**  
**Co Chair**  
**Fife Council**  
**Trade Unions**

## 2. Introduction

The Local Partnership Forum (LPF) was established in 2016, where colleagues from across the Partnership, our partners, staff-side and trade unions work together to ensure our most valuable asset, our staff, are considered in everything we do.

Our purpose is to:

- advise on the delivery of staff governance and employee relations issues
- inform thinking around priorities on health and social care issues
- informs and test the delivery and the implementation of strategic plans, and commissioning intentions
- advise on workforce planning and development
- promotes equality and diversity and
- contribute to the wider strategic organisational objectives of the Integration Joint Board (IJB).

The Forum does not cut across existing joint Trade Union and management mechanisms that operate for employees of either Fife Council or NHS Fife.

A Staff Partnership Agreement governs how the LPF functions and has been in place since the inception of the IJB. This agreement is reviewed annually.

Each year the LPF has developed an annual action plan to support and direct the work of the LPF and to provide evidence for the NHS Fife Staff Governance Monitoring tool which is required annually by the Scottish Government. It was agreed that this year rather than an action plan we would produce an annual report to highlight what has been achieved over the past year and what our objectives are for the coming year.

The following report outlines the work that has taken place between 1 April 2020 to 31 March 2021 and the objectives and next steps for 2021-2022.

### 3. Communications

Throughout the pandemic a focus has been on keeping connected with Partnership staff. Much of what was originally planned had to be paused due to restrictions in place such as Senior Leadership walkabouts.

To support the national and local covid-19 messaging and information on what was happening in the Partnership a director's weekly briefing to staff was developed – this was also an opportunity to share news on how Fife Health & Social Care staff have been supporting and caring for Fifers – working differently to ensure those most vulnerable continued to receive services whilst navigating restrictions and keeping staff and those being cared for safe. Ensuring staff had information and access to the wealth of health and wellbeing tools is extremely important and these have been sign posted in every briefing and this will continue. Updates from the Local Partnership Forum meetings are included within the briefing.

Regular videos by the Director have been used to support covid-19 messaging and to shine a light on the diverse people and teams across the Partnership and what they do every day makes a difference.



#### Key priorities for 21/22

There is a lot the Partnership wants to achieve over the next two years including developing and implementing an internal communications strategy. This will include:

- Director's weekly staff briefing – this will continue and develop. There will be more an opportunity for all services to be included, shining a light on diversity, best practice, integrated working and health and wellbeing. There will also be a monthly issue of the briefing extended to all health and social care staff in Fife incorporating working with colleagues from the third and independent sectors.
- Leadership walkabouts will be reintroduced when it is safe to do so.
- Q&A sessions – staff will be invited from across the partnership to take part in sessions with the senior leadership team. This may be done virtually with questions and answers shared with all staff.
- An email distribution list will be developed to reach all Partnership staff.
- A communications toolkit will be developed.
- Feedback from staff will be continually considered, including feedback from the annual staff survey and any changes will be implemented as required.
- A Partnership induction pack for new starts to the organisation will be developed.
- There will be a re-design of the Partnership website, all the news and information will be relevant to staff and teams will be encouraged to provide content that can be shared wider.
- We will continue to look for ways to share good news stories publicly via social media channels and the website – signpost the services delivered and the difference that this makes.



## 4. Health and wellbeing

A key focus for the Partnership and the Local Partnership Forum is staff health and wellbeing.

Our partners at NHS Fife and Fife Council are committed to health working lives employers and have achieved and retained the Gold Healthy Working Lives (HWL) Award.

- **Well@Work**  
Is NHS Fife's health and wellbeing programme for staff, raising awareness of health promotion and protection topics. 'Going Beyond Gold' was introduced in 2018 to focus on promoting a culture of kindness and a shift in organisation culture.
- **Team Fife**  
Fife Council has developed a culture of "Team Fife", using videos and challenges to inspire a positive spirit and mindset.

Communications to staff on their health and wellbeing from senior management across all organisations has been at the forefront of highlighting what resources and information is available. A range of staff wellbeing and support initiatives were developed and implemented. This work was guided by the principles of Psychological First Aid which recognises people's resilience, their need for practical care and supports, the importance of connection, information, emotional and social support and the fostering of useful coping. An NHS Fife/Fife HSCP Staff Health and Wellbeing Bronze group provided focus and co-ordination.

### Key dimensions of staff support



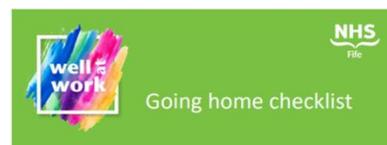
### Initiatives developed in Fife 20/21 to support staff health and wellbeing

**Staff support hubs** were established at various locations throughout Fife. Staff from psychology and spiritual care were on site in the larger hubs, between April and October 2020, providing 1:1 support as required. The Hubs continue to be available to health and social care staff with funding secured to refurbish those at the Victoria and Queen Margaret sites and within the community hospitals.

**Listening support** is available via the NHS Fife Spiritual Care Team's Staff Listening Service. The Spiritual Care Team provided informal support to staff working in red zones along with ensuring there were quiet zones in various locations. Fife Council employees also have access to the listening ear service provided by Workplace Chaplaincy Scotland.

**Information and resources**, including local and national resources have been promoted through staff hubs, briefing, videos, employee apps and the intranet.

New staff wellbeing materials - Going Home Checklist Poster and credit card size list, Stress Leaflet and Staff Well Being Huddle Template - have recently been distributed to



- ✓ Take a moment to think about today.
- ✓ Acknowledge one thing that was difficult during your working day – let it go.
- ✓ Consider three things that went well.
- ✓ Check on your colleagues before you leave – are they OK?
- ✓ Are you OK? Your senior team are here to support you.
- ✓ Now switch your attention to home – rest and recharge

To find local health and wellbeing support and a wide range of other resources visit the staff app, StaffLink.

**StaffLink**  
powered by 80k

staff and work is underway on materials to help staff to identify what types of support can be helpful in which situations. Information and resources for care home staff were also produced and disseminated by Health Promotion.

Fife Council's Spring into Wellbeing programme had a great uptake on this online programme. In addition, relevant topics were highlighted via regular promotion of national health and wellbeing awareness days and physical wellbeing was promoted via the musculoskeletal week with live videos showing benefits of exercise and opportunity for Q&As.

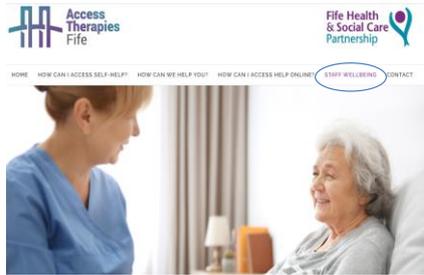
**Mindfulness sessions** – These have been introduced by both Council and NHS. As part of the NHS Fife Going Beyond Gold work to bring mindfulness into the workplace, there have been lunchtime introductory sessions, telephone peer support and Mindful movement sessions. Full Mindfulness courses are being offered online with an 8-week course currently ongoing and a waiting list for the next. Accessible video clips were launched in January 2021 - "Mindful Pauses for Our Wellbeing". The *Pause Pod* available at Whyteman's Brae Hospital is being well used.

**Psychological interventions and counselling** – A Psychology staff support helpline was established during 2020. This has now been replaced by direct self-referral for psychological support via the Access Therapies Fife website, with additional resources from Scottish Government supporting delivery. An additional Mental Health nursing resource has been secured within NHS Fife Occupational Health service and a bid has been prepared to be considered by the Endowments Committee for funding of additional Counselling Service support. Fife Council provided telephone services from occupational health and physiotherapy as well as access to telephone and online counselling from their counselling service provider and support from an in-house network of mental health first aiders.

**Peer support** sessions provide a safe environment for staff to come together, to talk, share experiences and be listened to in a non-judgmental, informal space. During March 2021 the online "*Our Space*" peer support sessions were arranged for staff who are currently shielding or exclusively home working. Fife Council provided a peer support session on Positive Steps to Mental Wellbeing, hosted by in-house volunteer trainers. To increase the availability of peer support, the *Spaces for Listening* online facilitated peer support sessions were launched in March 2021. These are open to all staff who work in health and social care in Fife, bookable via Access Therapies Fife website. Training to support roll-out of other forms of peer support is currently underway and a number of Teams and services introduced reflective practice sessions facilitated by the psychology service.

**Support for managers** – A short life working group, of the Bronze Staff Health and Wellbeing group, assessed gaps in the managerial support available locally and nationally. Signposting to resources is now available via Access Therapies Fife web pages; information-giving sessions are being offered via the psychology service; and the Learning and Development team are currently developing several resources using a blended approach. This includes stress, e-learning and creating a library of webinars, including leading compassionate care in a crisis, compassionate self-care, and resilience. There's also support for managers to provide training in having conversations with staff including those with a focus on health, wellbeing and attendance.

Alongside these locally delivered initiatives, we have promoted and signposted staff to the new National Digital wellbeing hub (ProMIs) and to the NHS 24 helpline. The latter provides advice and support and can sign post to local and national options.



<https://www.accesstherapiesfife.scot.nhs.uk/>

It is important to have provision in place to support staff in the longer term, which is when the impact of the pandemic may affect staff most. In recognition of this and to co-ordinate the support options, the staff support, and wellbeing information available the Fife Psychology Access Therapies Fife website went live in March 2021. New information and offers will be added over time.

Throughout 2020 and 2021, a number of activities will take place and be promoted to staff including support for

cycling and physical activities. A key event is the one-day online conference *Inspiring Kindness* on 26 May which is open to all health and social care staff.

The Partnership and partners are all represented on the national Workforce Wellbeing Champions Network and share learnings and help to shape the future strategy and approach.

### **Priorities for 21/22**

- Ensure there is sustained focus on staff support and wellbeing and on prevention of stress
- Shape organisational culture

Actions from this will include:

- Provide information and guidance on the range of services available.
- Address the needs of staff who may struggle to seek help including staff with limited or no access to technology
- Progress developments to support compassionate and trauma informed leadership
- Increase and embed peer support options
- Identify and mitigate areas of work-related stress

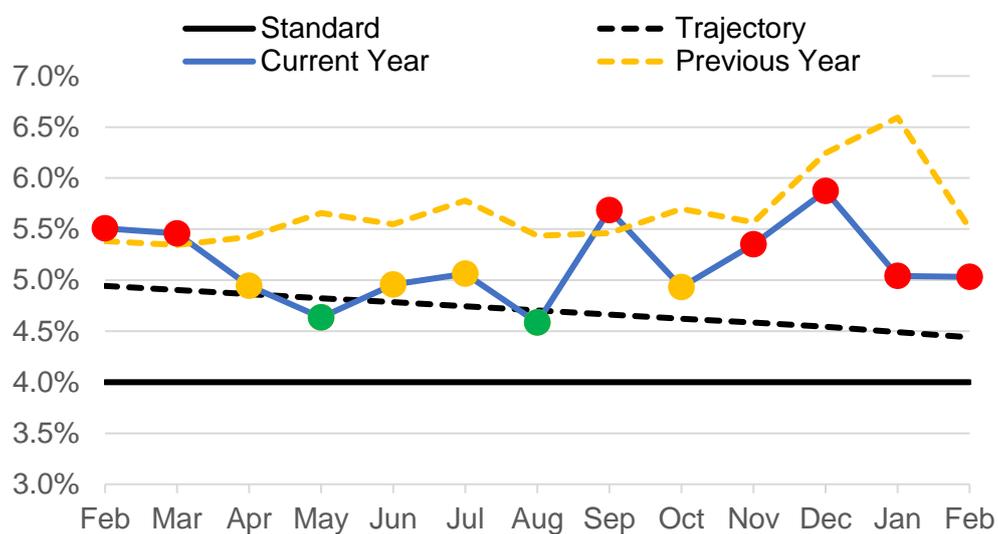
## 5. Promoting attendance

A key priority for the Local Partnership forum is promoting attendance.

The purpose of the information in this section is to provide an overview of the sickness absence data available in the year to date, management actions and the Partnership's performance against the trajectory for health and social care staff in the Partnership (figures as at February 2021). NHS in Scotland has a HEAT Standard for boards to achieve a 4% sickness absence rate.

NHS Fife's planned trajectory has been set with the anticipation of meeting the NHS Scotland HEAT Standard and a reduction in sickness absence by 0.5% per year from 1 April 2019, in line with Circular PCS (AfC) 2019/2. Any reduction in absence levels is likely to reduce the costs of associated bank or agency expenditure.

**Table 1: NHS Fife's Sickness Absence Rates / Trajectory Position**



**Table 2: HSCP Sickness Absence Rates / Trajectory Position**

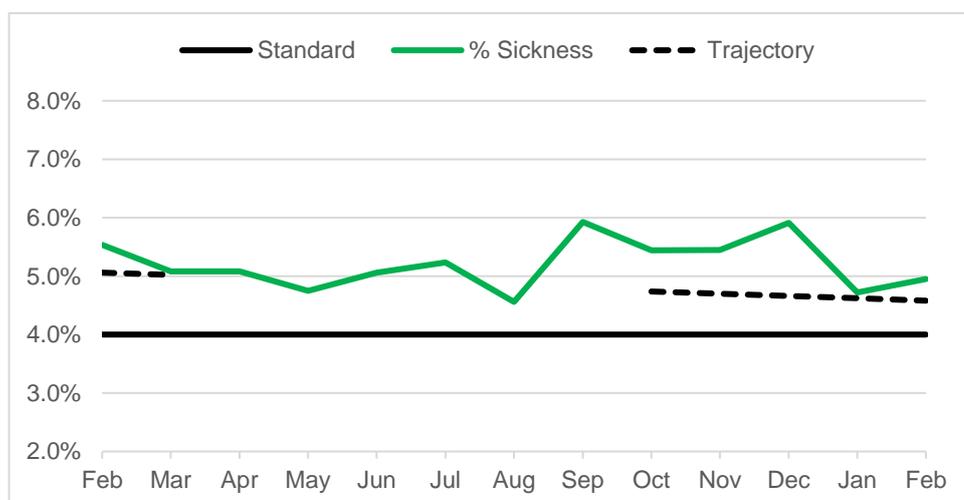


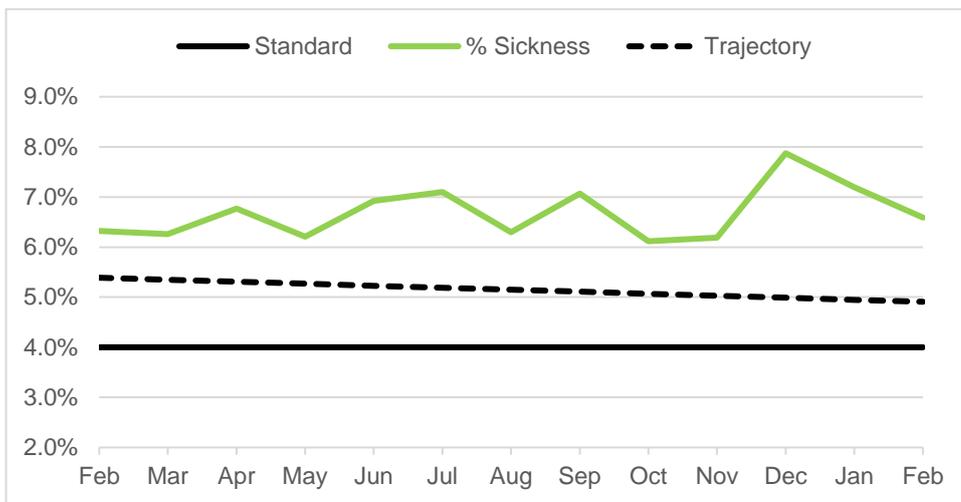
Table 2 details the Partnership's performance position against trajectory for the year to date.

Locally, general managers and the respective Promoting Attendance Review and Improvement Panels continue to review the data and individual cases to ensure appropriate action is being taken, including application of the triggers within the new Once for Scotland Promoting Attendance policy and follow up with staff on long term sick leave. Divisions are provided with their respective trajectory positions on a regular basis.

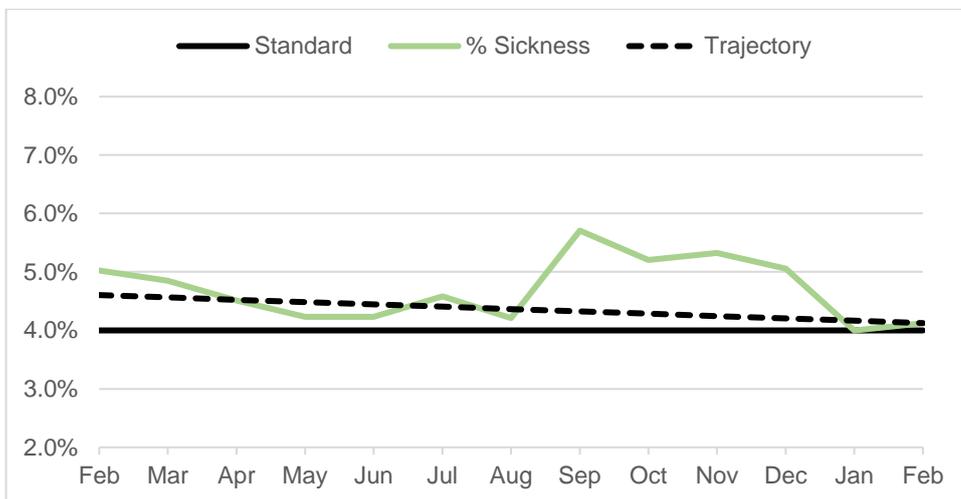
The sickness absence rates and agreed trajectory setting for Partnership areas are detailed in the table below:

**Table 3: Sickness Absence Rates / Trajectory per HSCP Unit for the 2020/21 Financial Year to Date**

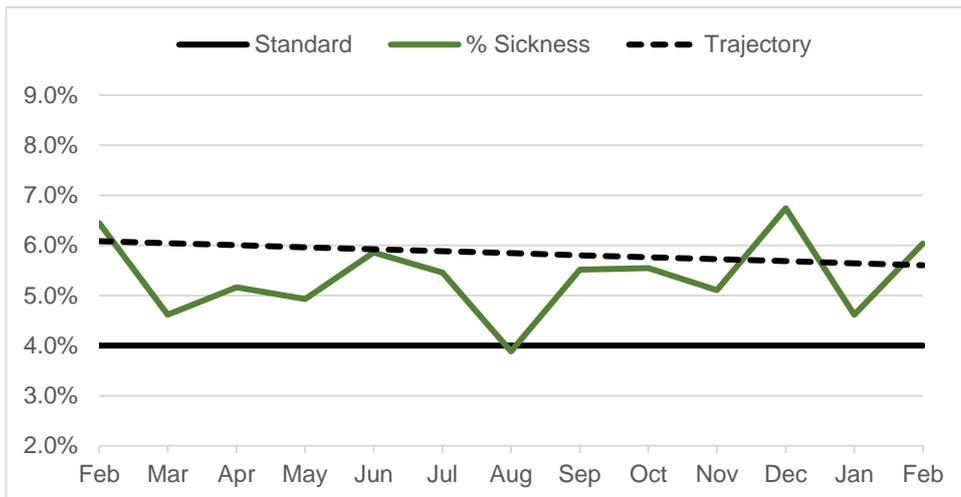
**East Division**



**Fife Wide Division**



## West Division



It is positive to note that there has been an improvement in the rolling sickness absence rate for the 2020/2021 financial year, with the rates in May 2020 and in January and February 2021 being below 5%. The East Division rate has been above 6% during the year to date, due to several factors. The West Division rate has been subject to fluctuation, but achieved a rate of 3.88% in August 2020, which is great. The Fife Wide absence rate has been below 5% for eight months of the year to date, with the HEAT standard of 4% being achieved in January 2021, which is unheard of for a winter month and similarly at 4.12% in February 2021. There has been a slight in year improvement overall, consistent with a reducing trend.

Hot spots are identified for all areas to help with local Promoting Attendance panels. Hot spot data is available via Tableau reports accessible by line managers and areas of concern are followed up by line managers, supported by HR Officers, as required. An overview is taken at the respective Promoting Attendance Review and Improvement panels.

### Management actions

NHS Fife's Promoting Attendance Group and Promoting Attendance Review and Improvement panels continue to meet, along with local Promoting Attendance Groups. Progress continues to be made in relation to any health-related employee relation cases which were paused during the Pandemic. Given the pressures from the pandemic and winter pressures, there will be a challenge in maintaining the current sickness absence performance levels.

The initiatives that were introduced to support the health and wellbeing of Partnership staff during the pandemic continue and are evolving, taking account of feedback from staff and those providing the support.

The planned trajectory set for the Partnership, 4.58% by the end of March 2021, will be difficult to achieve, however is worth noting that there has been an improvement in performance this financial year, despite the challenging circumstances due to the pandemic.

Priorities for 2021/2022 will be:

- Implement the new Once for Scotland Promoting Attendance Policy;
- Ensure that managerial training for Promoting Attendance meets organisational needs;
- Focus on cases of long-term absence and to promote early intervention to minimise long term absence wherever possible;
- Promote mental health in the workplace training, given that this is the highest ongoing reason for absence;
- Continue with the rollout and access to Tableau, to help managers to identify trends, hot spots and outliers in respect of absence issues within their service areas;
- Ensure Occupational Health support is available for those with long covid.

### **Fife Council current position**

The pandemic has significant implications for people's health and wellbeing, and how managers effectively manage sickness absence. The impacts of the pandemic on the workforce, and what the period of post-covid recovery will look like, are unknown. Services have been significantly impacted as capacity has been diverted and normal operations disrupted.

Tools and approaches to identify health and wellbeing concerns as early as possible, flexibility to support staff to remain in, or return to work, introducing more flexible workstyles will assist in the medium term.

### **Absence analysis**

Due to a system change from iTrent to Oracle, Fife Council has been unable to produce absence reports since October 2020. It is anticipated up to date reports will be in place in soon, and updates and analysis will be provided to the Local Partnership Forum when available.

Meanwhile, the rolling 12-month absence analysis to end of October 2020 shows Health and Social Care sitting with an average of 19.60 working days lost per FTE, which is the lowest figure for the 12-month period and a reduction from a peak of 20.96 working days lost per FTE during the period. However, these figures are significantly higher in comparison with the other council directorates. The overall figure for Fife Council was 10.21 working days lost per FTE for the same time period.

Research suggests that, in tackling sickness absence, several success factors can be identified. These include:

- high level management commitment
- clear responsibilities
- appropriate information
- suitably trained line managers
- attention to health and wellbeing

The main areas for concern are within service delivery, where staff are working remotely, delivering front line health and social care services in the community, with limited time in an office environment. Therefore, it has been identified that additional support is required to effect change and improvement in these areas specifically, as well as in the wider service.

## **Next steps**

Corporate funding is being sought for a Project Manager (Attendance Management) FC9 for up to 24 months, offered as a secondment opportunity. A proposal and business case for funding has evolved to include consideration of the health and wellbeing of the workforce in addition to absence management. The postholder will be responsible for planning, managing, and implementing a range of project(s) in relation to attendance management and health and wellbeing strategies.

The Project Manager will work primarily with service managers for the service delivery areas identified as hot spots. However, they will also be expected to support the wider teams to deliver the project objectives to reduce absence levels. Reporting and data analysis will assist understanding where efforts will be targeted.

The Senior Leadership Team will monitor progress and support the delivery of the critical project aims. Whilst it is acknowledged that attendance management is fully owned by the Partnership, there is recognition that this temporary intervention is required to support line managers to be fully confident and competent in addressing any attendance management issues.

HR and Trade Union support will also be key to the success of this proposal, supporting a culture of shared learning and ensuring a corporate approach towards attendance management.

## **Management actions**

### **Short term:**

- Understand the workforce profile and demographics through:
  - developing a baseline of information using focus groups/existing survey information and absence data to establish issues, needs, perceptions and barriers to good attendance;
  - identifying trends/patterns of absences i.e. hot spots e.g. high absence, longest absences, high stress, etc and initiate or undertake appropriate interventions with relevant managers;
  - incorporating findings as above, establish Action Plan with timescales to address.
- Where required, facilitate Stress Risk assessments with relevant managers and include any emerging themes in follow up training and staff briefings.
- Ensure staff and managers have access to the most up to date information, advice and support in relation to health and wellbeing at work, including where follow up actions are identified as a result of Stress Risk assessments.
- Build capacity to investigate data systems at appropriate operational levels
- Work with managers to implement sustainable solutions which support their staff to remain at work, reducing the number of days lost to absence per FTE.

### **Medium term:**

- Review with managers knowledge and understanding of all relevant Attendance Management policies, remedy gaps identified and provide support in any areas of non-compliance, record and measure/monitor as part of governance.
- Consider the requirements for mandatory training in supporting mental health and wellbeing at work, conduct gap analysis and address with managers.
- Ensure all line managers are aware of benefits of early intervention tools, supports available, and ensure this information is included in staff briefings

- Consider absence governance and review the process in conjunction with HR Business Partner, consider *'train the trainers'* approach to ensure there is sustainability post project.
- Review Health and Social Care Partnership induction process with specific focus on attendance management to ensure relevance and effectiveness.
- Continual liaison with HR through the Business Partner to ensure all actions are compliant with Corporate Processes and Procedures.
- Attend relevant national network meetings to ensure shared learning.

**Long term:**

Reduction in working days lost across Health and Social Care in identified areas will be sustained by:

- Effective line manager induction (100% delivery within one month in post)
- 90+% compliance in adherence to policies and procedures, recorded, monitored and reported to Senior Leadership Team.
- 90+% of managers are trained and competent in all attendance management policies and procedures.
- Evidence of early intervention, prevention and information included in attendance management hearings including, where relevant, use of a stress risk assessment and compliance with subsequent action plans.
- All medical referrals made timeously.
- Evidence of adherence to all policies and procedures embedded into management practice – collated and reported.
- Evidence of embedding all Corporate strategies in relation to attendance management through regular reporting and liaising with HR Service Manager.

## 6. Training and development

### Leadership, culture organisational development

During 2020/21, work has accelerated on transformational change, leadership development and improved organisational culture. The Senior Leadership Team and the Extended Leadership Team have worked together to co-design the organisational structure, improved governance and assurance approaches and have renewed success statements and strategic objectives for the Partnership. Planning is underway to design a medium to long-term organisational development plan that builds on work done to date, recognising the integrated strategical and operational business priorities that deliver the outcomes required by the people of Fife.

### Training and Development

#### Social work and social care staff:

The Workforce Development Plan 2020-21 was paused due to the pandemic. Existing training was adapted, and new training developed, over a very short space of time to prepare Team Fife volunteers to support the Care at Home Service should they be needed. 62 volunteers from Fife Council (not including existing Health and Social Care staff who took on new roles to support services) completed the training programme.

Training included:

- Adult Protection
- Care at Home
  - Support Plan Familiarisation
  - Personal Care
  - Continence and Catheter Care
  - Personal Protective Equipment (PPE)
- Data Protection
- Food Hygiene Awareness
- Lone Working
- Moving and Handling

Across all services, the emphasis has been on staff wellbeing and increasing support, ensuring staff were kept informed of the online resources which were available to staff including support to cope with grief, loss and bereavement. Staff health and wellbeing will continue to be a priority for 2021-22, and information will be tailored with team development sessions, which not only reflect on the learning over the past year but bring a focus on moving forward and understanding what staff need to do this effectively.

Collaborative work with external providers to adapt existing training to a virtual delivery, without losing quality, has resulted in more flexible, blended learning opportunities for staff. This includes working with Scottish Autism, Talking Mats and Fife Carers Centre. The training on Autism, Talking Mats and Implementing the Carer's (Scotland) Act continues into 2021-22, with new modules to extend learning further becoming available.

Whilst essential training in Adult Protection and Mental Health were adapted to be delivered as webinars, other training required face-to-face delivery. This included Moving and Handling, Emergency First Aid and administration of Midazolam. These training courses were offered online as an interim measure to reduce the face-to-face delivery time. Any face-to-face sessions needed, have continued with additional safety measures in place.

Priorities for 2021-22, in addition to the ongoing essentials for service delivery, include:

- leadership and management
- assessment and management of risk
- succession planning and talent management
- adapting to new working styles and the shift in work culture

#### **Health staff:**

Classroom training was paused during the pandemic, however, training for several offerings has recently been re-introduced, including Recruitment and Selection, TURAS Appraisal, Foundation Management, and preparing for retirement courses (all delivered via MS Teams). 200 staff from the Partnership attended the Turas appraisal training between January and March 2021.

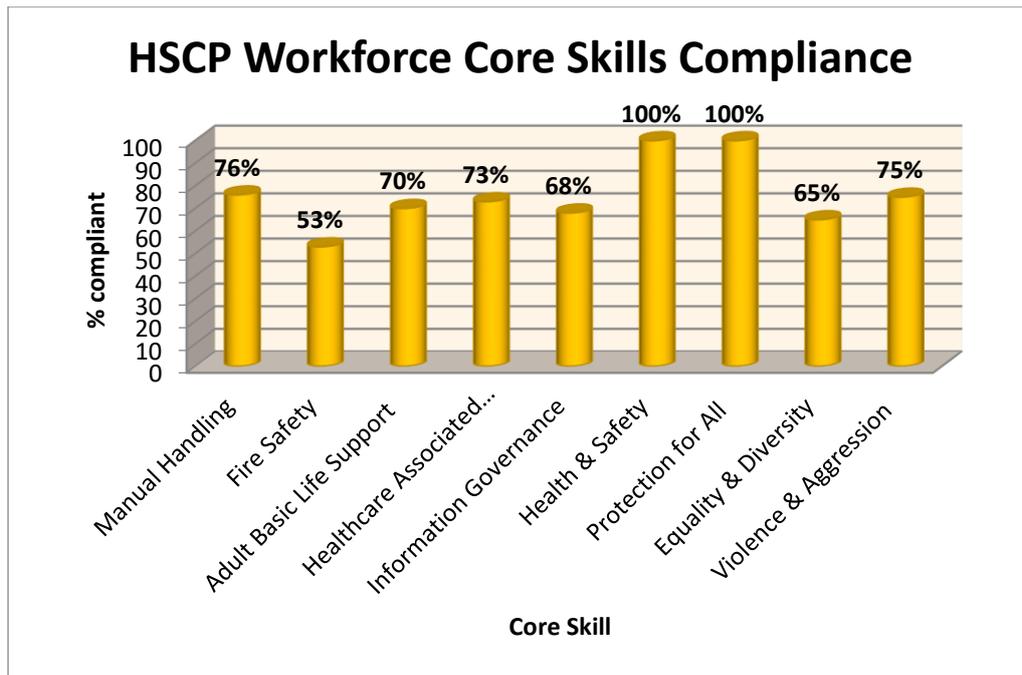
More training courses will become available over the course of 2021/22 via Teams – staff feedback on this has been positive and welcomed.

Future improvements will see NHS Fife move from LearnPro to TURAS Learn as the preferred Learning Management System for all eLearning courses. This move will offer a significant benefit to the Partnership as this platform will be accessible to third sector organisations ensuring they have access to the same learning opportunities. The TURAS Learn platform will also be able to provide real time reporting data.

#### **Core skills compliance**

Core skills training is monitored at a local level in accordance with organisational policy and statutory/regulatory requirements. All nine Core topics (included in the table) are considered compulsory. Not all staff will be able to comply with the mandatory requirements due to long-term leave.

Please note that there are ongoing efforts in place to bring the compliance levels up for fire safety, information and governance and equality and diversity. The planned programme of work to address this provides all managers with detailed compliance data for their teams along with some supporting guidance materials, enabling them to identify outstanding Core Training for each member of staff.



## Induction

From March 2020, as part of the initial response to the pandemic, the Induction programme for NHS Fife employees moved to an online model where new employees undertook induction via a blend of e-learning, videos and links to digital resources.

There is no desire to return to a classroom-based induction, there is a commitment to develop staff from the outset of their employment. Ensuring new employees receive essential organisational information and Core Skills training relevant to their role as soon as they commence employment is extremely beneficial and helps to facilitate the delivery of safe and effective, person-centred care. We continue to identify areas for improvement in this programme and have successfully inducted 240 new starts in the H&SC Partnership between 1 April 2020 and 31 March 2021.

Over the coming months a new 'welcome and orientation' package (hosted on TURAS Learn) will support rapid induction for Partnership staff.

The Partnership is also developing a specific welcome and induction programme for new starts to the Partnership.

## 7. Health and safety

The main focus of Health and Safety throughout 2020-21 has been supporting staff through the pandemic.

Before the pandemic, health and safety leads from NHS Fife and Fife Council were working with the Director of Fife Health and Social Care Partnership and the Health & Safety Forum in developing workplan for 2020-21. This work was paused.

The Health & Safety Forum was also paused during 2020/21 to concentrate efforts to support the pandemic.

To keep the Local Partnership Forum updated on health and safety developments, health and safety leads attended the Local Partnership Forum meetings and also participated in the Partnership's Silver Command structure meetings and Senior Leadership Team meetings.

The ability to participate in these meeting has been of real benefit and ensured that any health and safety issues were escalated and managed throughout the pandemic.

### **Moving and handling**

The Moving and Handling training continued to run essential face to face courses throughout the pandemic. The MHT Team re-developed the existing training package to comply with the guidance in place.

This allowed more staff to be trained with an increase of around 30% compared to previous years. New and existing staff have been able to access regular training to ensure they are fully competent. This increase in training is due to additional resources to deliver this.

### **Personal protective equipment**

Personal protective equipment (PPE) has been a major for colleagues in NHS Fife, particularly FFP3 masks and respiratory protection and the supply of gloves, aprons and surgical masks.

Due to a change by the UK Resuscitation Council meant that the health and safety teams with input from colleagues the Partnership and NHS Fife, were instrumental in a large-scale rapid mask fit-test programme with approx. 2000 fit tests carried out in May to June 2020,

Any issues identified were quickly addressed through collaborative working with Procurement (locally and nationally), Health & Safety, Occupational Health and Infection Control.

As restrictions start to ease, the ligature risk assessment programme for the Partnership will be available. Some work on updating action plans and processes has been undertaken. The process and programme for these assessments is also being reviewed using small test of change methodology to provide better quality and more consistent assessments and this will be a significant piece of work for 2021 – 2022.

Looking forward, with changes to the management structures in both Partnership and Acute, governance and committee structures are probably due a timely review.

**Next steps**

There will be a focus on re-introduction face-to-face training when this is safe to do so and develop a recovery plan to ensure staff that could not access the training during the pandemic have the up-to-date training.

Consider health and safety leads involvement on the Local Partnership Forum on a more formal basis.

## 8. Equality and fairness

For some groups the impact of covid has been felt more greatly. During 2020/21, much of work on equality and inclusion as an employer was in response to the Covid-19 pandemic. More than ever, it's been recognised the importance of being a flexible and family-friendly employer.

Within NHS Fife a new BAME Network (Black, Asian, and Minority Ethnic (used to refer to members of non-white communities in the UK). was established with an open invitation to colleagues from all sectors and staff side colleagues. The inaugural meeting was very well attended and received, with a Chair and Co-Chair nominated from within the group. The Network will take forward local actions in terms of training, education and support and will also seek to participate in the new National network being established in April 2021.

Fife Council has committed to actions following the Scottish Parliament's enquiry on Race Equality, Employment and Skills including improving equality data at all stages of the employment cycle – recruitment, reviewing training provisions relating to diversity and inclusion and working to explore opportunities for increased community engagement (including BAME community groups) through Fife Centre for Equalities.

The impact of the pandemic has also highlighted the need for flexibility. We were part of a Scottish Government research project and our case study is available to read [here](#). We also provided specific support for those from BAME communities, those with caring responsibilities, those experiencing domestic abuse and those with underlying health conditions. Further information about this can be found in our latest Equalities in Employment Report on [fife.gov.uk](http://fife.gov.uk).

### Reporting and Setting a new Equality Outcome

The Equality Act 2010 (Specific Duties) Regulations 2012 place specific duties on Fife Council and NHS Fife to gather, use and publish employee information and publish pay gap information every two years. It also requires Fife Council and NHS Fife to publish an equal pay statement every four years.

Fife Council and NHS Fife meet the specific duties in relation to the publishing of information about the workforce and pay practices within Equality in Employment Reports / Equal Pay report (available on [fife.gov](http://fife.gov) / the NHS Fife website). These reports provide employee information across all of the protected characteristics including recruitment, training, dismissals, discipline and grievance. The appendices of these reports also provide information about gender, race and disability pay gaps, as well as occupational segregation.

In our April 2021 reports both NHS Fife and Fife Council published their revised equal pay statement.

### Looking forward

In 2021/22, we will continue to monitor and review policies, procedures and practices relating to the pandemic and ensure that we consider the impact on protected groups when making any further changes.

Both NHS Fife and Fife Council are committed to progressing their outcomes detailed in their Equality Outcomes and mainstreaming plans for 2021-2025. This means advancing equality of opportunity, fostering good relations and eliminating discrimination within the workforce.

The NHS Fife plan seeks to improve the health and welfare of BAME staff groups.

We will act on the listened to recommendations and issues faced by institutionalised behaviours that affect certain protected characteristics staff groups.

We will continue to support the development of the BAME Network in line with local needs and expectations and national guidance ensuring their voice is heard across the NHS, nationally and including at NHS Fife Board level.

Fife Council's proposed outcome is to understand the workforce better and reflect the diversity of the local population. To do this, there will be engagement with local communities about workplace practices and work to improve the information about employees. Other actions proposed to take can be found in our [Equality in Employment Report 2021](#).



As you can see from the word cloud respondents were most worried about Covid, work, patients, colleagues and their home lives.

It is important to recognise the level of change being experienced by staff during the pandemic with around a quarter of the respondents working in a different location, having school age children at home or providing support to vulnerable relatives living elsewhere. These changes to personal circumstances place an additional pressure on staff.

Staff Health and Wellbeing continues to remain a priority. Many local and national resources have been created, to support the workforce in a focussed way and in recognition of the changing priorities and pressures on the workforce over the last months.

The pulse survey focused on staff experience during the Covid-19 period, however this was one element of a whole system approach to continually improve our staff's experience. The iMatter Programme will commence in September 2021 and we will continue work developing a new, bespoke Dignity at Work tool, enhanced wellbeing and resilience strategies and wider equalities, diversity and inclusion action.

### **National Whistleblowing Standards**

New National Whistleblowing Standards for the NHS in Scotland were introduced from 1 April 2021. This will be a change in how whistleblowing concerns are dealt within the NHS Fife. The Standards are underpinned by legislation and cover all NHS providers.

The key aim is to ensure everyone is able to speak out and to raise concerns, when they see harm or wrongdoing, putting patient safety at risk or become aware of any other forms of wrongdoing.

This learning will become a core requirement over the course of 2021/22 to ensure that all members of staff are appropriately trained. This training can be accessed via TURAS.