



**Fife Health
& Social Care
Partnership**



Local Partnership Forum Annual Report 2021/22



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Introduction

Thoughts from our Director and Co-Chairs

Dear Colleagues,

Welcome to Fife Health and Social Care Partnership Local Partnership Forum's (LPF) Second Annual Report.

This report covers the time period from April 2021 - March 2022, it highlights the key work undertaken by the Local Partnership Forum and shines a light on the fantastic staff working across Health and Social Care in Fife.

This year has undoubtedly been one of the most challenging times in Health and Social Care as we have lived through another year of the pandemic impacting on our work and home lives. As the world moved towards less restrictions and recovery, our services continued to experience unprecedented whole system impact across the Health and Social Care Partnership, NHS Fife, Fife Council and colleagues in the Third and Independent Sectors.

Thank you to all Health and Social Care Staff across all sectors who despite the challenges faced every day, demonstrate kindness, care, compassion and commitment to the people they care for and their colleagues, really supporting a "Team Fife" approach. Many staff have experienced re-deployment and worked in different roles to support delivery of critical services for the people of Fife and we have continued to see the need to work differently using technology, and through agile and remote working. The flexibility shown by staff is humbling and we are very lucky to have such a skilled, flexible and willing workforce in Fife. You are all indeed at the heart of Health, Social Work and Social Care and the great work you do every day is highly valued.

Thank you also to all members of the Local Partnership Forum who committed to monthly meetings for the majority of this year to enable increased monitoring and joint working between management and trade unions/staff side whilst the pressures have been so great. A Staff Partnership Agreement governs how the LPF functions, and the Local Partnership Forum has fulfilled its remit through:

- Advising on the delivery of staff governance and employee relations issues,
- Informing thinking around priorities on health and social care issues,
- Informing and testing the implementation of approaches in relation to strategic plans, and commissioning intentions,
- Advising on workforce including planning and development and staff wellbeing
- Promoting equality and diversity,
- Contributing to the wider strategic organisational objectives of the IJB.

There are a number of highlights that we would draw your attention to in this report which include:

- The focus we have had at every LPF on Health and Safety, Service Pressures, Staff Health Wellbeing
- The forum's influence on the transformation work around home first, immunisation, mental health
- The support for the organisational change that has taken place across the Health and Social Care Partnership
- The co-chairs share the minutes and provide an update at every Integration Joint Board Meeting

We communicate after every LPF in the Director's Brief and have placed significant focus on iMatter, including learning from feedback from our amazing 61% response rate and developing actions in response.

A great deal has been achieved in the past year with much to be proud of and we will continue to listen to staff, champion integration and work together through the Local Partnership Forum to collectively support Fife Health and Social Care Partnership staff as we look to 2022/23.

Thank you for all you do.



Simon Fevre
Co-Chair LPF



Eleanor Haggett
Co-Chair LPF



Nicky Connor
Co-Chair LPF

Our Vision and Values

The LPF has established an approach with stakeholders that focus on three main objectives:

- Is the LPF assured that work being undertaken within the Partnership meets the needs and best interests of our people?
- What can the LPF contribute to any conversation that advocates for our staff and improves the corporate or professional response to challenges within the system?
- Can the LPF assure the workforce that the challenges and issues they face are being addressed positively by the employers and senior leadership team within the Partnership?

This report seeks to provide a brief overview of the organisational issues the LPF believes has the biggest impact on our workforce and our work with the senior leadership team of the Partnership and beyond to ensure the voice of our people is heard within the decision-making process.

The report will highlight some of the excellent work being carried out across the Partnership to support our workforce: from wellbeing, to our response to the impact of Covid, to support for sickness absence and health and safety, our leadership, organisational change and learning and development, to our belief in the importance of equality, fairness and staff engagement and participation.

The LPF has a unique and crucial part to play in ensuring the future design of the Health & Social Care Partnership and this report sets out our work over 2021/22 to deliver on this core objective.

Over the last year, members of the LPF have been key members of the groups that are developing our future service design and strategy across the Partnership. For example, we have supported the development of the Workforce Strategy for 2022 – 25 which will be published in October 2022, the distribution of Scottish Government Wellbeing Funding over the winter of 2021/22, the creation of a partnership focused Wellbeing Strategy Group which will work to generate an integrated approach to Wellbeing from 2022/23 onwards and the conversations at the Extended Leadership Team sessions to provide a voice for our staff.

Our Membership and Meetings over 2021/22

Membership

The Local Partnership Forum consists of core membership from Trade Unions, Staff Side, Senior Leadership Team and Human Resources. There are also people who regularly attend the LPF to provide advice, reports and support the work of the Local Partnership Forum.

Regular members and attendees to the Local Partnership Forum

Name	Role
Nicky Connor (Co-Chair)	Director of Health & Social Care and Chief Officer of the IJB
Simon Fevre (Co-Chair)	Staff Side Representative, NHS Fife
Eleanor Haggett (Co-Chair)	Staff Side Representative, Fife Council
Debbie Thompson	Joint Trades Union Secretary, Fife Council
Lynn Barker	Associate Director of Nursing, H&SC
Jane Brown	Principal Social Work Officer, H&SC
Wilma Brown	UNISON, Employee Director, NHS Fife
Elizabeth Crighton	Project Manager – Wellbeing & Absence, H&SC
Bryan Davies	Head of Primary & Preventative Care Services, H&SC
Kenny Egan	UNITE
Lynne Garvey	Head of Community Care Services, H&SC
Kenny Grieve	Health & Safety Lead Officer, Fife Council
Helen Hellewell	Associate Medical Director, H&SC
Elaine Jordan	HR Business Partner, Fife Council
Angela Kopyto	Community Dental Officer, NHS Fife
Rona Laskowski	Head of Complex & Critical Care Services, H&SC
Roy Lawrence	Principal Lead Organisation Development & Culture, H&SC
Chuchin Lim	Consultant Obstetrics & Gynaecology, NHS Fife (BMA)
Kenny McCallum	UNISON
Wendy McConville	UNISON Fife Health Branch
Fiona McKay	Head of Strategic Planning, Performance & Commissioning, H&SC
Anne-Marie Marshall	Health & Safety Officer, NHS Fife
Alison Nicoll	RCN, NHS Fife
Lynne Parsons	Society of Chiropodists and Podiatrists, NHS Fife
Susan Robertson	UNITE
Morag Stenhouse	H&S Adviser, Fife Council
Audrey Valente	Chief Finance Officer, H&SC
Mary Whyte	RCN, NHS Fife
Hazel Williamson	Communications Officer, H&SC
Susan Young	HR Team Leader, NHS Fife
Wendy Anderson	H&SC Co-ordinator (Minutes)

Meeting Dates

Meetings ordinarily take place on a 2 monthly basis to ensure there is a Local Partnership Forum within each cycle of the Integration Joint Board. The Forum has been responsive to challenges over the past year and under times of increased pressures on services the forum has met monthly.

The LPF met on the following dates:

- Wednesday 28 April 2021
- Wednesday 19 May 2021
- Wednesday 21 July 2021
- Wednesday 1 September 2021
- Wednesday 20 October 2021
- Wednesday 24 November 2021
- Wednesday 19 January 2022
- Tuesday 15 February 2022
- Wednesday 16 March 2022

Meeting Agendas

Agenda topics are agreed ahead of each meeting by the co-chairs and HR colleagues. The meeting structure is developed through a mix of set agenda items discussed at every meeting and more responsive agenda items which are topical and responsive to the priorities at that time. The co-chairs lead the meeting on a rotational basis.

Summary of Standing Agenda Items:

- Budget / Finance Update / Recovery Plan
- Covid-19 Position
- Health & Safety Update
- Health & Wellbeing
- Items for Briefing Staff
- Joint Chairs' Update
- Sickness Absence Reporting
- Winter Pressures, Covid-19 Position and Workforce Update

Summary of Responsive Agenda Items:

- East Region Recruitment Service
- Health Staff Testing & Staff Testing (Covid-19)
- Home First Strategy Update
- iMatter Survey Update
- Immunisation Workforce & Planning Assumptions
- Interim Workforce Plan 2021-2022
- LPF Annual Report
- National Care Service Consultation
- Refresh of Workforce Strategy and Plan
- Whistleblowing

Covid Response

The year 2021/22 has been incredibly difficult for staff and the people that we care for and deliver services to. This challenge has been a combination of the ongoing impact of covid and unprecedented challenges over the winter period causing significant whole system impacts. This has meant increased demand for health and social care services and reduced capacity through both ward and care home closures and challenges in community health and care team capacity.

All these system challenges have created unprecedented pressures on our workforce through Covid related absences, following self-isolation guidelines, the need for extra hours, the use of bank and agency staff and the redeployment of staff across the system to meet the demands put on services. We recognise that the impact of these pressures will continue to have an impact on our workforce over 2022/23 and the LPF will continue our work with stakeholders to support our staff.

Despite these pressures we have seen innovation, whole system joint working and progress in integration in Fife. Some of the examples of this response include:

Bronze Control

The command structure has remained in place this year. Every weekday morning a representative from all of the services in Health and Social Care in Fife along with representation from staff side and trade unions meet. This has enabled a real time, daily review of the pressures enabling open whole system discussion, transparency and awareness of the pressures where teams have reached out to support each other, and key issues for escalation to the Silver or NHS Fife Gold command or Fife Council Incident Management Team. This daily meeting will continue, even though the Command Structure has officially ended as a Health and Social Care System Huddle to continue the great work that was started and enable an ongoing, agile response.

Resilience

The command system has worked well and included the wider resilience partnership when, at the peak of winter pressures, services were most challenged. Thank you to colleagues in NHS Fife and Fife Council for their support and to the volunteers who stepped forward to work in different roles or undertake additional hours to help support critical services. Work has commenced on the review of our resilience, post covid and winter including business continuity.

OPEL Tool

To support a review of the pressures each day a tool (named OPEL, which stands for Operational Pressure Escalation Level) was developed which covers all services and considered the status of flow, workforce and wider system pressures. This has enabled a common language across health and social care and acute services. It also provides an objective measurement which enables a consistent description of pressures and identify improvements or increasing pressures. Staff side and Trade Unions were involved in the development, testing and review of the use of OPEL and participated in a joint development session with the Local Partnership Forum and the Integration Joint Board to showcase the tool.

Local Partnership Forum

The LPF has met monthly for most of the year to ensure close working between trade unions, staff side and the senior leadership team as we monitor the pressures and impact on staff, to ensure we are maximising the opportunities to support staff health and wellbeing and keep a close focus on Health and Safety.

Investment in Workforce

This year also saw significant financial commitments being made to support investment in the workforce in Fife Health and Social Care Partnership. This includes within Social Work and Social Care, mental health renewal and recovery, primary care, immunisation and multi-disciplinary teams. Whilst recruitment has been a challenge into some of these areas there is significant work ongoing which is being closely monitored to deliver on the commitments to bring to fruition the investment in the Health and Social Care workforce in Fife. LPF members are also members of the Partnership's Workforce Strategy Group and are able to influence the direction of this work.

Adult Protection

In this past year we have been involved in joint inspection of Adult Protection. This covered health, social care and social work and involved staff surveys and focus groups. The final report was very positive about the work being done in Fife and testament to the staff working to support some of our most vulnerable adults.

Organisational Change and Our New Structure

In 2021/22 there has been significant organisational change progressed within Fife Health and Social Care Partnership. This has been co-produced with the Extended Leadership Team and in strong partnership with Trade Unions and Staff Side. The proposal was agreed with the Local Partnership Forum and regular updates were presented to the LPF. All staff impacted by the change were engaged with and had the opportunity for discussion in line with NHS Fife and Fife Council Policies.

The design principles that we agreed and implemented were:

- Staff will be involved in changes that affect them
- Rationale for change will be transparent
- Balance size and scale
- Reduce barriers to integrated working
- Help the services that work together to be a team together
- Support delivery of the H&SCP objectives in line with the Strategic Plan and National Health and Wellbeing Outcomes

This change process enabled a movement from East, West and Fife Wide Divisions to establishing portfolios of services that bring the teams that work most closely together to focus on pathways of care for the people of Fife and to support Primary and Preventative Care, Community Care Services and Complex and Critical Care Services. The change also created portfolios to support business enabling functions (including finance, strategy, performance and organisational development) and Professional Standards (including Nursing, Medical and Social Work professional leadership).

A key focus of this change is to support systems leadership with all portfolios working together to support the identity of One Health and Social Care Partnership in Fife. This has been further enabled through the development of an Extended Leadership Team which includes Staff Side and Trade Union Representation. The wider workforce has been kept updated through every stage of this process via updates in the weekly directors brief, videos, and opportunities to attend bite-size sessions, as well as communication material from Extended Leadership Team sessions to share with services.

The change took place in July 2021 therefore work is still ongoing to support embedding the new structure but there has been early feedback on the value of clearer roles and responsibilities, the opportunity that will come from bringing together teams with a common purpose and in an integrated way, and the value of systems leadership. The next phase of change will be to support working at a locality level in Fife and this will be a focus of discussion at a future LPF in the coming year.

Staff Communication

The Partnership's Lead for Communications is a member of the LPF and works with colleagues to ensure the LPF is represented well within the Partnership's communication channels.

Our reflection on 2021/22 is that communications work continues to progress across the Partnership, as we look at ways to connect with staff and keep them updated on what is happening as well as signposting the information, guidance and resources available to staff to support their health and wellbeing.

On a day-to-day basis and throughout the pandemic the LPF has been instrumental in putting our staff's health and wellbeing and the support available to them at the forefront of communications. After each Forum, an update is included in the Director's weekly staff briefing highlighting the amazing workforce we have across the whole health and social care system, challenges facing the workforce and any common concerns raised – this has included regular thank you messages, updates on guidance across the respective organisations and the daily challenges facing the health and social care system and also what has had to happen to ensure our staff and those we care for are safe, keeping everyone updated on the current situation.

It has no doubt been a challenging couple of years for everyone and communications has played its part in keeping staff connected including looking at ways to engage with staff who have no or limited access to a pc. There is much we have learned in this time which will help us to develop the communications to support the Partnership to reach the 2025 vision.

Key Priorities for 2022/23

The Comms team will continue to develop the director's weekly briefing and to reach more Partnership staff – all services will have an opportunity to shine a light on what they do and who they are, diversity, best practice and health and wellbeing. Along with the weekly briefing, there is now a monthly briefing which is co-produced with the leads from the independent and third sectors to share news and information across the whole health and social care system, showcasing integration in Fife.

Improve leadership visibility – an action from the iMatter survey was for the senior leadership team to have more visibility. Following the easing of restrictions, the senior leadership team is now able to visit teams across Fife and a programme of visits has been developed.

Communications survey to partnership staff – to understand more about what staff need and want from this briefing.

Staff Health and Wellbeing

Key dimensions of staff support



The LPF would like to pay tribute to our workforce for their perseverance, resilience and dedication to continuing to deliver a high-quality service to the people of Fife throughout the most challenging of years. The LPF group members have worked collaboratively to ensure the health and wellbeing of our workforce is at the forefront of decision-making for the Partnership. The stakeholder's commitment to staff health and wellbeing has been evident in the incredible range of interventions provided to support our staff.

Over 2021/22 we have worked alongside the NHS, Fife Council and the 3rd and Independent Sectors to support the delivery of wellbeing interventions:

- NHS Fife & Fife Council achieving and retaining the Gold Healthy Working Lives award
- The NHS Fife 'Well @ Work' Programme, which encompasses a wide range of employee supports for wellbeing to achieve a culture of kindness and a range of other wellbeing culture shifts
- Fife Council has developed a culture of 'TeamFife', using videos and challenges to inspire a positive spirit and mindset. A recent Healthy Working Lives survey generated 175 responses from HSCP staff providing data to understand what areas have the biggest impact on staff wellbeing
- An NHS Fife / Fife HSCP Staff Health and Wellbeing Bronze group has provided focus and co-ordination for a range of measures underpinned by the principles of Psychological First Aid
- A wide range of communications that support staff and signpost them to the resources available, e.g. through the weekly Director's Brief, the new Fife Council employee intranet, and NHS Fife StaffLink

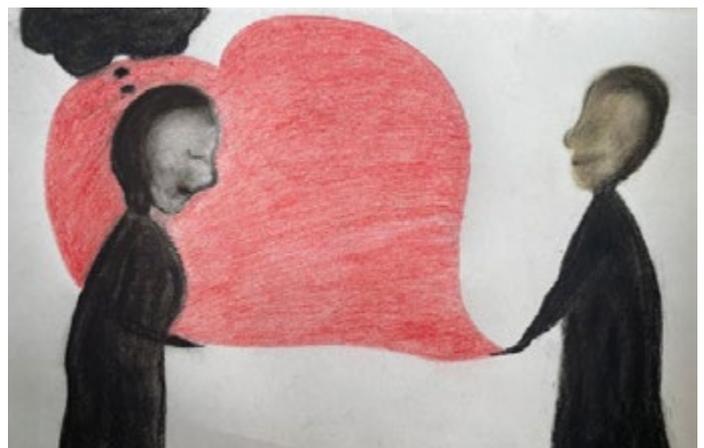
- Listening support is available via the NHS Fife Spiritual Care Team’s Staff Listening Service and Fife Council’s listening ear service provided by Workplace Chaplaincy Scotland, Mental First Aiders and the Occupational Health Counselling provision
- Nine HSCP members of staff were trained in Mental Health First Aid to provide a confidential listening service as well as employers providing access to a range of psychological interventions, counselling and mental health resources
- Mindfulness Sessions as part of the NHS ‘Going Beyond Gold’ approach
- Positive Steps to Mental Wellbeing - Peer support sessions hosted by volunteer trainers
- A range of supports for Managers, signposted through Access Therapies Fife website, including information sharing sessions to discuss the resources and supports available to support both wellbeing and absence
- A range of interventions to support whole person health – physiotherapy, information sessions, learning and development resources including Mental Health Awareness and Good Conversations.

All of these services have been complemented by a range of wellbeing activities and courses, including self-care and compassion, outdoor wellbeing sessions, wellbeing champion’s courses, spaces for listening, managers, compassionate connected and effective teams workshops, fuel poverty awareness sessions and access to Values Based Reflective Practice sessions for teams.

Inspiring a Culture of Kindness Conference 2021

An example of the growing understanding of the need for a compassionate workplace was the engagement in the very successful “Inspiring a Culture of Kindness” Conference which was held on Wednesday 26 May 2021. The conference was led by NHS Fife and open to all staff within the Health and Social Care Partnership. Over 100 staff attended this all-day virtual event, with keynote internationally renowned speaker, Dr David Hamilton, presenting on The Five Side Effects of Kindness and Ben Thurman from the Carnegie Trust presenting on The Courage to Be Kind. The main speakers were complemented by an overview of local activities and a range of Health and Wellbeing Workshops.

Feedback from the conference evaluation and one of the creative competition winner’s art work (Laura Affleck: Where there is Kindness there is Hope) are below:



For 2022/23 - Stress Management and Prevention, a Risk Assessment Project

A large-scale project involving the University of Hull, Centre for Human Factors is progressing. From the University of Hull, the work will be led by Dr Katie Cunnah, Operations Director & Senior Psychologist and Professor Fiona Earle, Director, The Centre for Human Factors.

A steering group chaired by Jane Brown: Principle Social Work Officer has been set up with a wide range of representatives and service champions. LPF representatives are part of this group. The work will involve focus groups and interviews with a range of different job holders from within Health and Social Care. The aim is to seek perceptions and opinions about work including what challenges have been experienced in recent months and years, what has been going well, how the workforce is feeling about work and what can be done to provide further support.

Following the focus groups, the next phase is the deployment of a large-scale stress assessment survey. This work is initially beginning with Social Care and Social Work but will have learning transferable across the whole partnership.

Winter Wellbeing Monies for Staff Support

The Scottish Government made funds available to help employers support their workforce with a range of emotional and practical mental health and wellbeing needs over last winter. LPF representatives were involved in the engagement process across H&SC to add their voice to the most appropriate use of the funds that were made available. Collectively, with management and staff across the services who the monies were aimed at, we agreed the following were most useful:

- The Coach Approach training which was accessed by managers across the whole Partnership, with excellent representation from the Third and Independent Sectors
- Mental Health Training for Managers/supervisors
- Sessions from Workplace Chaplaincy Scotland
- Gym and Swimming memberships from Fife Sport and Leisure Trust
- A wellbeing bag with hand sanitiser, hand cream, lip balm, insulated drinks bottles/ flasks
- Replacement mattresses / storage basis and full bedding for all sleepover beds across Fife Housing Support
- Additional items for Staff Hubs
- Modern vending provision to enable staff to access healthy and nutritious meals during weekends and out of hours
- Yoga Kit
- Team Development and Communication Sessions
- Additional Cycle Lockers

Strategic Priorities for Staff Wellbeing for 2022-23

- Develop the Staff Health & Wellbeing Framework aligned to the three-year workforce plans
- Ensuring a sustained focus on staff support and wellbeing and on prevention and reduction of stress
- Shaping organisational culture to support resilience across the workforce

Priority actions in line with these include:

- Providing information and guidance relevant to the above
- Addressing the needs of staff who may struggle to seek help including the areas of workforce with limited, or no access to technology
- Progressing developments to support compassionate and trauma informed leadership
- Increasing and embedding of peer support options
- Identifying and mitigating areas of work-related stress
- To continue to promote mental health in the workplace training
- Continue to promote and facilitate staff to access the full range of options including occupational health support and access to counselling services and physiotherapy

A full report on Wellbeing work across the Partnership is included as Appendix 1.

Organisational Development and Culture

Part of the cultural change being championed in the Health and Social Care Partnership is Supporting Systems Leadership.

This has involved developing an Extended Leadership Team which brings together all direct reports to members of the Senior Leadership Team (SLT), SLT itself, Local Partnership Co-chairs and key business partners in NHS Fife and Fife Council.

The purpose of the Extended Leadership Team is:

- Listen - inform and connect us as a “one HSCP”
- Voice - to share collective experience and influence developments
- Promote - open networks and engagement with SLT and peers
- Impact - Keep focus on our common priorities to ensure collective impact

Together we have enabled all services within the Health and Social Care Partnership to have direct input and influence into the strategic planning and key priorities within the Health and Social Care Partnership.

Together the extended leadership team has developed Success Statements which focus on:

Our Leadership ability and Organisational Culture

- Everyone understands they are a leader within the partnership and that they represent us all whenever they deliver a service
- Our people believe they are treated fairly, feel included in our future and recognise we are all in this together to be the best we can be

Opportunities for our Workforce to thrive and perform to their potential

- Our people will feel supported to try new ways of working to improve the service they deliver
- Our people will feel proud and passionate about the work of the Partnership

Our ability to Transform our services

- Our people work together to design new ways to deliver the best possible care and support across the whole partnership
- Our people use technology and other resources to sustain new ways of working that change people’s lives for the better.

Our ability to get the best value from our Financial resources and Sustain our services

- We plan to deliver and deliver what we plan within the resources available
- Our planning demonstrates a forward-looking vision for the future to make sure we can continue to deliver high quality service

Our performance in affecting people's lives Earlier to Prevent the need for hospital and reduce the need for health and social care services

- We can show how we are working in a way that helps people to help themselves and build strength in their communities
- There will be less emergency hospital admissions

Our ability to empower our Local Places to influence the service they receive

- We can show we are listening to people and supporting them to get the service they need wherever possible
- We can show how local voices are helping us design the future of the Partnership

Our Standards of Practice Excellence & Quality

- Our people challenge themselves to provide the best possible care and treat others as they would like to be treated
- We celebrate the great work of our people and have a track record of high-quality care that improves people's lives

Our Reputation with our Citizens and our Staff

- The citizens of Fife believe our partnership works with them to achieve the best possible outcomes in their lives
- Our people believe the partnership is an excellent place to work and that their contribution to our success is valued

The success statements have a clear focus on people including the Health and Social Care workforce and the citizens of Fife. There is emphasis on culture, leadership and our collective aspirations for delivery which supports values shared across the Senior Leadership Team and Local Partnership Forum.

This Extended Leadership Team is flourishing and in future LPF annual reports we will be seeking to include information on how we are delivering against the Success Statements that relate to workforce, leadership and culture.

Equality and Fairness

Fife Council's Equality and Inclusion Initiatives

Equally Safe at Work

We were accepted on to Close the Gap's Equally Safe at Work programme to work towards their bronze accreditation over the next 18 months.

Flexibility Works

We have been working with Flexibility Works to help consider flexible working options for front-line employees.

Pregnancy Loss Pledge

We took the Miscarriage Association's Pregnancy Loss Pledge to, amongst other supports, provide paid time off for employees (and their partners) who suffer a pregnancy loss at any stage of pregnancy.

Equality Outcome Progress

Fife Council's employment equality outcome for 2021-2025 is:

"The Council understands its workforce better and it reflects the diversity of the local population"

Last year we identified workforce actions that we will progress by 2025. The table below shows our progress on these actions in 2021/22:

Action	Progress
Work to improve the information we hold about employee's equality information.	We have begun work on building a custom report within our HR/payroll system.
Engage with local communities about our workplace practices in partnership with Fife Centre for Equalities.	We have planned work with Fife Centre for Equalities who will engage on our behalf with community groups.
Engage with young people in our workforce to identify and act on ways to attract and support other young people (aged 16 - 24) into training and employment opportunities with the Council.	The Young Employee Network was reinstated. Since the pandemic, they have been meeting virtually every 6 weeks. This has allowed employees to catch up from different locations across Fife.
Demonstrate our commitment to equality of opportunity for trans people throughout recruitment and employment, including supporting trans employees through a transitioning process.	We developed guidance on our intranet which outlines our support for our transgender colleagues and gives practical advice to managers on how best to support their employees through a transitioning process.
Further our support to recruit and retain disabled employees.	We launched a Workplace Adjustments Passport to offer a live record of adjustments that have been agreed between disabled employees and their managers to support them at work.
Review employee training relating to equality, diversity and inclusion.	We have begun the scoping work for this action - identifying the separate training required for employees and managers.
Develop new workstyles to provide support for more flexible and inclusive working across the Council.	Conversations are ongoing with services and unions about future ways of working. We have mapped every job to one of six workstyles and will be formally introducing the blended workstyle to those in roles suitable for this way of working.

NHS Fife's Equality and Inclusion Initiatives

NHS Fife is committed to making health and care accessible by eliminating discrimination, promoting inclusion and ensuring a Human Rights based approach underpins all our functions and services.

NHS Fife Workforce

- Supporting overseas candidates to live and work in UK
NHS Fife has welcomed international nursing recruits to NHS Fife. The new recruits are part of a wider project to enhance and expand NHS Fife's nursing workforce, with Fife being the first Health Board in Scotland to welcome international recruits into the workforce as part of a partnership with Yeovil District Hospital NHS Foundation Trust.

During 2021-22 NHS Fife

- Improved on data collection on Protected Characteristics
- Published Workforce Data
- Supported compliance with Public Sector Equality Duty
- Launched Pride Badge
- Supported a BAME Network for NHS Fife staff.

Recruitment

- New Equality, Diversity & Lead Officer appointed
- New Employability Manager appointed

Kickstart Scheme

NHS Fife engaged with the UK Government Kickstart Scheme which enabled the creation of jobs for 16 to 24 year olds on Universal Credit who are at risk of long term unemployment. Appointments were made to support services and administrative roles throughout NHS Fife.

Staff Training

- 640 staff completed the LearnPro Equality and Diversity Training last year
- 1,855 staff updated compliance with Equality Diversity and Human Rights via TURAS Learn
- The Terrance Higgins Trust ran three Introduction to Trans Awareness Sessions during September 2021 to November 2021 and 157 staff members attended these sessions
- 70 members of NHS staff completed the NHS Lothian eLearning Transgender Awareness Module during April 2021 to March 2022.

BAME Network

The Black and Minority Ethnic Network was formed in February 2021 with Joint Co-Chairs nominated from within the group and Terms of Reference agreed. There are members from all areas of NHS Fife, H&SCP, Independent Contractors and partnership input, with support from Workforce Directorate. There has been learning from colleagues from other established networks in NHS Lanarkshire and NHS Lothian on how to support our network. There has been a presentation and Q&As from an external speaker on Unconscious Bias and how to improve this.

We have reviewed Workforce Policies that support Equality and Diversity in the Workplace. These include, Menopause in the Workplace Policy, Retirement Policy and Flexible Working Policy. The 'Once for Scotland' Workforce Policies Programme was paused until April 2022, and this had an impact on us reviewing other policies. This work will recommence in 2022-23. LPP members continue to contribute to this work.

Staff Engagement

The Partnership would not have been able to achieve as much as it has in the past year without the active involvement of all of our people. The need to mobilise, redeploy and recruit significant numbers of staff would not have been possible without the support of those staff and their Trade Unions and Professional Organisations. At all stages of the COVID-19 pandemic, staff side organisations have been included in discussions and where rapid action has been required a spirit of cooperation and compromise has been sustained to achieve an acceptable outcome for all. The COVID Gold, Silver and Bronze command structures have had staff side fully engaged throughout and appreciate the ongoing, solution-focused approach of our LPF representatives.

iMatter

The iMatter Continuous Improvement Model was developed by NHS Scotland staff and aims to engage staff in a way that feels right for people at every level. As a team-based tool, iMatter offers individual teams, managers, and organisations the facility to measure, understand, improve and evidence staff experience.

The iMatter survey was accessible to all staff working within Health and Social Care in Fife in 2021 and more than 5400 questionnaires were sent out. Despite 2021's questionnaire being significantly longer, the H&SCP received its highest response rate (61%) and to date, almost 300 (out of 505) teams have completed action plans.

In keeping with previous national iMatter Reports, Fife H&SCP was not an outlier. There were no red flags and no significant surprises in our report. In addition to having HSCP overall report, each team has their own report. A critical part of the iMatter process is to have team discussions on the findings and from that complete an action plan and story board which enables teams to both acknowledge what is going well and areas for development. Team reports and actions plans are confidential to individual teams and these discussions have remained active over the year.

Local Partnership Forum (LPF) time was spent discussing the HSCP iMatter report at multiple LPF meetings and identified areas to both celebrate and also areas we need to collectively develop. These are grouped into three key areas: Let's Celebrate; Let's Develop; Let's Act.

Let's Celebrate

It is fantastic that so many Health and Social Care Staff took time to complete this survey – this high staff engagement is valued.

Overall, there was a lot of “green” within the report which highlights a positive story.

There was very positive feedback that your manager cares about your health and wellbeing and given that we have been working through a pandemic which has impacted on everyone's personal and work lives – it is reassuring to know that people are feeling supported by their line manager.

There was also positive feedback about being treated with dignity – this is part of HSCP, NHS Fife and Fife Council core values and is so crucial to the way we want to work together.

Another area noted by the LPF was the high score in recommending the Partnership as a great place to work – which is a great way to celebrate people's experience at work.

Let's Develop

We received feedback which will help us to develop further. Some key themes to develop were Senior leader visibility – including the senior leaders and the board members; Being involved in decision making; Supporting your learning and development; Supporting teams to be connected; Improving communication.

There was discussion regarding the challenges of the year gone by and the impact this has had on being visible when many people are working remotely either from home or not from their normal office base. The LPF acknowledge the importance of helping people to keep connected both within your team and as part of the wider Health and Social Care Partnership team.

We are committed to ensuring that leaders at senior management and board level are regularly visible across the Partnership and the opportunities this can offer in partnership with our trade union colleagues.

We recognise that good communication is absolutely essential and want to do all we can to help improve this and this needs to underpin all of our work.

The LPF also acknowledges that some areas of supporting learning and development may have been impacted over the covid period and want to explore how we can focus on this moving forward.

Let's Act

The LPF is committed to ensuring that we take action in response to the feedback that you have provided and has kept these discussions live throughout the year. A summary of the actions that have been and continue to be progressed are:

Theme	Actions
Senior Leaders (including the board) are visible across the workforce	<ul style="list-style-type: none"> • Utilise Directors Brief to introduce Integration Joint Board Members. Starting with Chair and Vice Chair. • Senior Leadership Team visits across services and communicate these via the Directors Brief • Once Covid restrictions allow arrange site visits for Board members
Involved in Decision Making	<ul style="list-style-type: none"> • Have conversations with staff regarding what actions would be helpful. • Continue with Extended Leadership Team which means services have a direct influence through the senior manager into the Senior Leadership of the HSCP • Continue to strengthen the role of the Local Partnership Forum to enable engagement of trade unions in decision making • Explore how we can utilise some of the Senior Leadership Visibility sessions to have direct discussion and engagement with staff on key issues • Revise the SBAR reporting template to ensure that how staff have been engaged with is a consideration of any reports brought forward. • Strengthen communication to ensure that updates are provided in the Director's Brief including agenda at Integration Joint Board, Local Partnership Forum, and updates on any major changes
Supporting Learning and Development	<ul style="list-style-type: none"> • Review uptake of Mandatory Training across all services areas • Include staff development within the refreshed Organisational Development and Workforce Plan

In preparation for the 2022 cycle, we are encouraging as many managers within the H&SCP as possible to switch from paper-based to SMS-based during the team checking stage. In 2021, the SMS functionality was tested for the first time, and 29% of H&SCP respondents who were sent a link responded, compared with only 1% of paper respondents.

Recent developments include Action Planning Guidance for Managers and we are preparing to launch a new e-learning module for raising awareness.

In the National Report, Fife H&SCP has a number of mentions, and we have suggested that the report should separate out data from the H&SCPs as the report remains heavily NHS-focused.

Shining a Light

Nursing

Working collaboratively also with staff side members attending all the Community Treatment and Care Centres workforce meetings. Staff side colleagues have been fundamental in assisting with TUPE and other workforce changes and challenges. This collaborative work involves ensuring everyone is engaged with, supported, and have the correct communication relevant to them, the situation and that it is individualised. The work with band 2/3 has been done completely in collaboration with staff side members through the short life working groups and any individual meetings.

Bronze

Every morning at 9am one of the Heads of Service coordinates the Fife Health & Social Care Partnership (FHSCP) Services operational response in relation to the relevant phase of recovery, mobilisation, COVID-19 response and systems pressures in line with the agreed priorities and actions delegated through the Leadership Team.

The introduction of a new Operational Pressures Escalation Tool (OPEL) has enabled us to

- Co-ordinate the operational delivery of Fife H&SCP services during the COVID-19 pandemic
- Implement business continuity measures to release capacity based on risk assessment in response to the agreed clinical and scientific need to support flow, public safety and deliver safe and effective care
- Frequently review and risk assess surge plans to ensure agile responses to any pressures
- Escalate issues for support and direction
- Ensure accurate and timely communications across FH&SCP services
- Enable decision making and/or timely escalation on critical flow and capacity matters:
 - Workforce
 - Equipment (including PPE)
 - Process
 - Provide support and resilience within FH&SCP services

One of the key successes of introducing our OPEL tool and facilitating bronze huddles is the engagement from our staff side and trade union colleagues. Without their support our decisions and dissemination of information would not have been as optimal. The Senior Leadership Team would like to thank all staff side and trade union colleagues for their continuing ongoing support, advice and tenacity and their contribution to our control structure and Bronze decision making.

Bitesize Care at Home Sessions

These sessions were led by the Head of Community Care Services to communicate directly with the Care at Home workforce. These sessions provided an update on what was happening and offered the opportunity for employees to ask questions and raise issues important to them, including resource gaps and the need to plan for the future which was a concern for them. Themes have been identified and an action plan has been developed and implemented. From the outset of the first Care at Home bitesize information gathering sessions, through to the action planning meetings and subsequent 'You Said, We Did' feedback sessions, consistent involvement and engagement of trade union colleagues has been key. Their in-depth knowledge has been hugely beneficial in ensuring that a pragmatic and sensible approach is taken for the benefit of all.

Immunisation workforce

Staff engagement sessions have been used to support the transition between a temporary to a permanent workforce. Events were held in October 2021 and February 2022. Over 200 staff attended these sessions which were to deal with the workforce issues that have arisen because of the need to create a permanent workforce and to speak with staff about bringing all immunisations together to deliver a service from the cradle to grave. The workforce has now been recruited to and work is underway to bring the COVID/Flu Immunisation workforce together with the childhood immunisation service.

Podiatry Service

The podiatry service has recently gone through a service review making change to the service delivery model and their management structure. This has been done in full partnership with the local staff side representative, who helped guide and support staff and managers through the process. On 25 April the service model was agreed by SLT and is now in the process of recruiting managers to support the structure.

Promoting Attendance

Absence management and support for our people

Fife Council and NHS Fife HR and Project Management colleagues report to every LPF meeting to update the group on absence levels and trends. This allows in depth conversation about the issues facing our people and the work being done within the Partnership to support the workforce.

This includes a focus on short and longer-term absence and the reasons for those, looking at the prevalent issues for our people, e.g. Covid, stress, musculoskeletal and how we best respond to those. A detailed report from both NHS Fife and Fife Council is included as Appendix 2.

NHS Promoting Attendance & Fife Council Absence Management Report for 2021/22

This report provides in depth analysis of the figures and underlying reasons alongside a range of proposed actions to improve these issues for our people.

Learning and Development

Learning and Development for Social Work & Social Care and NHS Fife Staff

To ensure our people have the knowledge, skills and experience to deliver the high-quality services the citizens of Fife depend on, a huge range of learning and development opportunities are provided to our workforce across the Partnership.

The ability to deliver learning and development has, like all services during the pandemic, adapted to ensure those who need training and learning are able to access what is required. This included how we supported staff to redeploy quickly across services and trained volunteers to move into key areas safely alongside making sure our organisational priorities around registration of staff, qualifications, mandatory training, leadership and management development and specific training to meet the needs of those who receive a service were all delivered as required by operational service.

One example of innovative practice in learning and development is our work on National Whistleblowing Standards:

New National Whistleblowing Standards for the NHS in Scotland came into force from 1 April 2021. This is a change in how whistleblowing concerns are dealt within the NHS. 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 in order to ensure that all members of staff are appropriately trained. The relevant learning can be accessed via the links below:

- Whistleblowing : staff needing an overview | Turas | Learn
- Whistleblowing : managers and people who receive concerns | Turas | Learn

To date 1968 members of H&SC workforce undertook the staff training and 345 undertook the manager training.

A full report on the learning and development activity for 2021/22 is included as Appendix 3.

Health and Safety

The HSCP Health and Safety Assurance Forum was able to reconvene during 2021 – 2022 under the leadership of Rona Laskowski, Head of Complex & Critical Care. The H&S leads from NHS Fife and Fife Council have continued to participate in the LPF to provide contact and updates relating to both COVID and health and safety issues.

The ability to participate in the LPF has been of real benefit in keeping colleagues up to date with developments and allows staff side representatives to raise any concerns from the service. H&S representatives also participate in the HSCP Silver Command meetings and latterly the Extended Senior Leadership Team has ensured that H&S issues could be highlighted, escalated and managed appropriately throughout the pandemic.

The detailed report is included as Appendix 4.

Conclusion

This report has offered a summary of the activity undertaken by the Health and Social Care Partnership Local Partnership Forum in 2021/22. There are supplementary reports available via the appendices 1) Well Being, 2) Attendance Management, 3) Learning and Development, 4) Health and Safety. Thank you to all members for their active contribution and commitment to supporting staff within Fife Health and Social Care Partnership. Whilst there can be complexity supporting systems leadership and a shared vision across a workforce employed by different organisations and in partnership with colleagues in the Third and Independent Sectors much has been achieved to enable learning across and between organisations, strengthening joint working and enhancing the value of Integration by being part of Fife Health and Social Care Partnership.

Whilst recognising the fantastic effort of our staff as highlighted in this report, we are aware that there are significant challenges ahead for all of us. We continue to be extremely busy in all areas of the Partnership, which puts added stress and pressure on our staff, which are increased by the recruitment and retention difficulties. The effects of the pandemic are still around for our staff including wearing face masks during shifts, staff absence due to COVID and, for some staff, the effects of long COVID. The current increase in Covid numbers also adds to these pressures.

The growing cost of living crisis affects us all and will have an effect on our staff's health and wellbeing, as well as for the people we care for. In particular, for our peripatetic staff, we recognise the impact that increasing fuel costs are having on their lives and we are working with the Partnership to raise awareness and find solutions that will support our staff.

The Local Partnership Forum looks forward to building on the good work achieved thus far as we continue to work together on the priorities for our staff. A final thanks to all of the staff working in Fife Health and Social Care Partnership for who you are, all you achieve and the difference you make for the people of Fife each and every day.

Appendix 1

Wellbeing at Work

NHS Fife and Fife Council both have a long-term commitment to supporting staff health and wellbeing. Both organisations are committed health working lives employers with both achieving and retaining the Gold Healthy Working Lives (HWL) Award. Both organisations facilitate and promote access to information on wellbeing and other staff support topics.

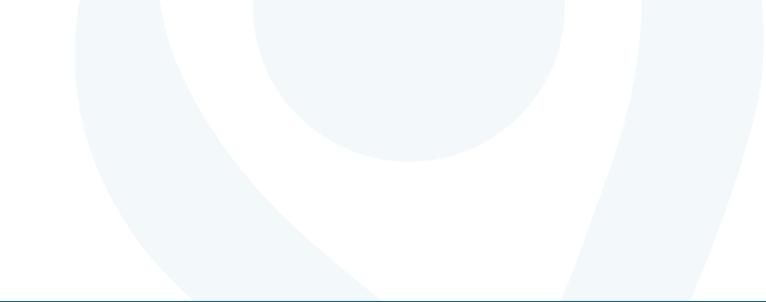
Key dimensions of staff support



“**Well @Work**” is the branding of NHS Fife’s employee Health and Wellbeing programme. Prior to the pandemic this meant actively supporting staff health and wellbeing by raising awareness of health promotion and protection topics. In recognition of a requirement to improve the depth of the approach, a plan for “**Going Beyond Gold**” was developed in 2018. The plan is focused upon achieving a culture of kindness and a shift in organisational culture.

Recently a Healthy Working Lives survey was completed by 1618 staff from across the Council with 175 returns from HSCP. The survey will be used by the Council’s Research Team, along with other data, to determine the areas that would have the biggest impact in improving staff wellbeing.

Fife Council has developed a culture of “**Team Fife**”, using videos and challenges to inspire a positive spirit and mindset.



The pandemic period saw innovations in communication from senior management in both NHS Fife and Fife Council, with strong messages around staff health and wellbeing. Alongside this, 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 has continued to provide focus and co-ordination.

Wellbeing provision covers physical, social, mental, and financial wellbeing as well as aspects of stress, which is also a recognised Health and Safety hazard. Mental Health awareness will be strengthened in 2022, with the appointment of a part-time Mental Health Training Officer, employed by Fife Council Corporate HR.

Information about supports and training on a wide range of wellbeing topics continues to be communicated and support arranged where required and regular news articles are published in the HSCP Director's weekly newsletter and on StaffLink . A host of Well@Work and Fife Council wellbeing activities are on-going with more planned.

Information and resources, a Staff Wellbeing Resource pack and a Psychology Support pack for staff, were developed and promoted via NHS Fife Stafflink and have been complemented by a range of additional materials .

Fife Council introduced a new employee intranet in April 2021 and has sections focused on Employee Health, Safety and Wellbeing. Information and resources for staff were also produced and disseminated by Health Promotion.

Communication to staff and managers has been key, with enhancements to StaffLink and a new separate wellbeing section has been added to the weekly and monthly all staff news briefings. The "Going Home" suite of materials has been refreshed and re-issued and work is continuing with Fife Health Charity and the Kingdom Staff Lottery to ensure that staff wellbeing is actively promoted and supported.

Listening support remains in place via the NHS Fife Spiritual Care Team's Staff Listening Service. Fife Council employees also have access to the listening ear service provided by Workplace Chaplaincy Scotland, Mental First Aiders and the counselling provider.

A Mental Health First Aid Network offers a confidential listening service to staff across the Council. At the end of March 2022, there were 69 staff trained and in place across the Council, 9 of whom are from the HSCP.

Mindfulness

There has been a focus on Mindfulness 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, video clips were filmed and published to enable access for staff outwith formal sessions and Mindful movement sessions.

Psychological interventions and counselling – Direct self-referral for psychological support is in place via the Access Therapies Fife website, with additional resources from Scottish Government supporting delivery. An additional Mental Health nursing resource was secured within NHS Fife Occupational Health service and there is internal access to a new Occupational Health Occupational Therapy fatigue service to support staff resuming work following a diagnosis of long Covid.

A new pilot for Fife Council staff started on 1 December 2021 of a physiotherapy information line (PhIL) and an employee assistance package, PAM Assist and ran until 31 March 2022, when the corporate contract ended. The pilot offered quicker interventions and included a 24/7, 365 support line as well as an app and online hub. The physiotherapy was employee referral and triage within 48 hours of contact.

Fife Council provided a range of services to support staff health and wellbeing. Time For Talking provides manager or self-referred counselling which is available to all staff. There is direct self referral to counselling for NHS staff via Occupational Health. PAM delivered a physiotherapy service mentioned above, which is accessed via a manager referral and provision from April 2022, will be continued through Connect Health. PAM provides the Fife Council Occupational Health service which again is accessed via manager referral.

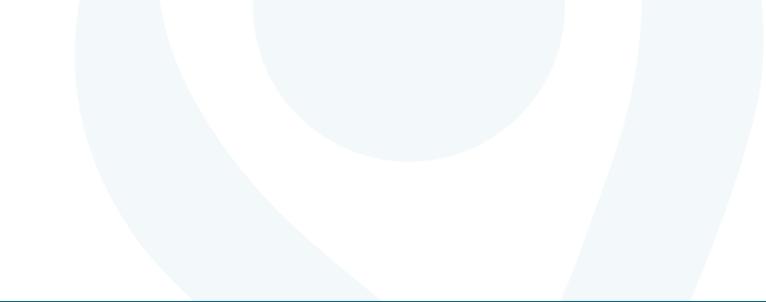
Peer Support sessions provide a safe environment for staff to come together, to talk, share experiences and be listened to in a non-judgmental, informal space. Positive Steps to Mental Wellbeing, hosted by in-house volunteer trainers within HSCP and Fife Council.

Physical interventions

Fife Council offer a physiotherapy service by appointment to staff and the Council's physical activity team have initiatives to encourage staff to keep active. Self referral access to physiotherapy is also available to NHS staff, via Occupational Health.

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 developed 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. Advice to managers and staff has been paramount during the extended period of the pandemic, taking account of changes to guidance and responding to outbreaks.



Both NHS and Council provide training to support managers in having conversations with staff including those with a focus on health, wellbeing and attendance. Training sessions on mental health awareness have been taking place for managers and supervisors to assist them to support themselves and their teams.

Information sharing sessions have been held for groups of managers and supervisors, to discuss the resources and supports available to support both wellbeing and absence. The content covered the resources are and how to access, a preventative approach to absence, the absence management process and the stress prevention tool, with time provided for discussion. Sessions received positive feedback and continue to be offered.

These services have been complemented by a range of wellbeing activities and courses, including self-care and compassion, outdoor wellbeing sessions, wellbeing champion's courses, spaces for listening, managers, compassionate connected and effective teams workshops, fuel poverty awareness sessions and access to Values Based Reflective Practice sessions for teams.

Staff Hubs

Work has been continuing on the provision of Staff Hubs within the Community Hospital sites, to ensure staff have access to an appropriate space to rest and recharge. Refreshments and snacks have continued to be provided for staff within the existing Hubs and recognised staff rooms / rest areas, throughout the pandemic.

Work on the development of the Staff Health and Wellbeing Framework for 2022 to 2025 is progressing with a view to this being in place by the Summer of 2022. This work is being overseen by the Bronze Staff Health & Wellbeing Group.

To ease navigation of support options, the staff support, and wellbeing section of the Fife Psychology Access Therapies Fife website went live in March 2021. New information and offers continue to be added.

There has been continued to promotion and signposting staff to the NHS Scotland 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.

There is NHS Fife and Fife HSCP representation on the national Workforce Wellbeing Champions Network and sharing of learning via this is shaping thoughts on future strategy and approach.

Survey of New Recruits

As a mechanism for feedback, a survey was sent to new starts to receive the benefit of their experiences in the recruitment and induction stages. The feedback was presented to the Care at Home Improvement Group after the survey closed. A repeat of the survey is now underway with the new starts since December. The feedback will inform an improved way forward.

Appendix 2

Absence Report & Promoting Attendance

NHS Staff Summary

The purpose of this information is to provide an overview of sickness absence data from April 2021 to March 2022, management actions and an update on the Health and Social Care Partnership's (HSCP) performance against trajectory for health staff employed within the HSCP, based on the March 2022 sickness absence figures, (latest available). The NHS in Scotland has a Local Delivery Plan Standard for Boards to achieve a 4% Sickness Absence rate, this target is currently under review.

NHS Fife's planned trajectory has been set with the anticipation of meeting the NHS Scotland Local Delivery Plan 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.

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

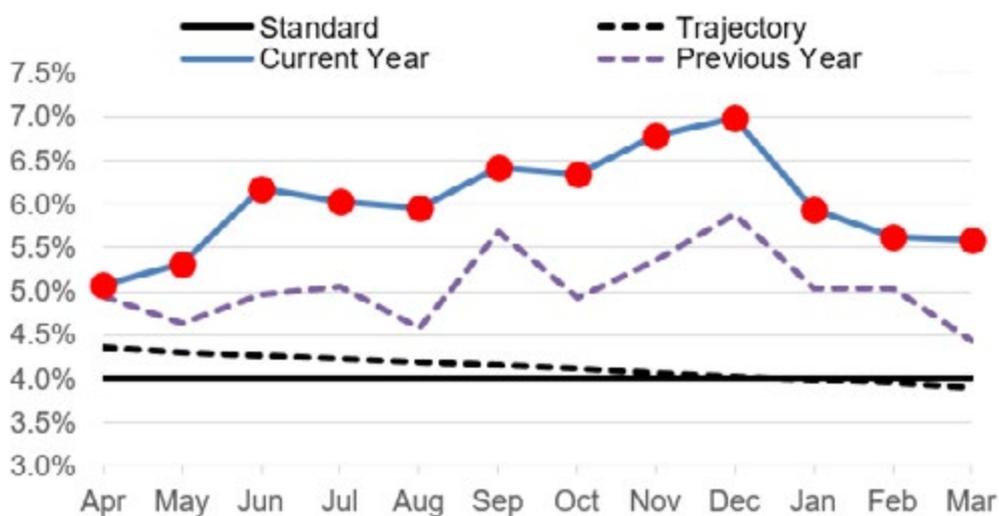


Chart 2: HSCP Sickness Absence Rates / Trajectory Position

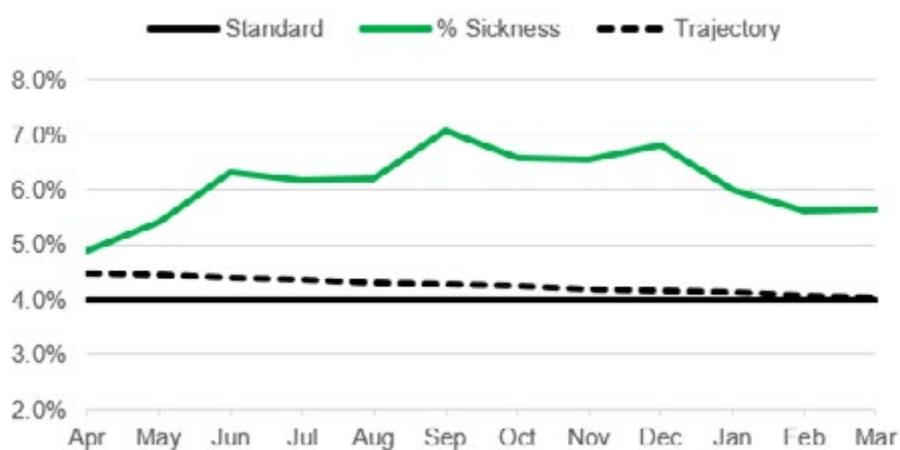
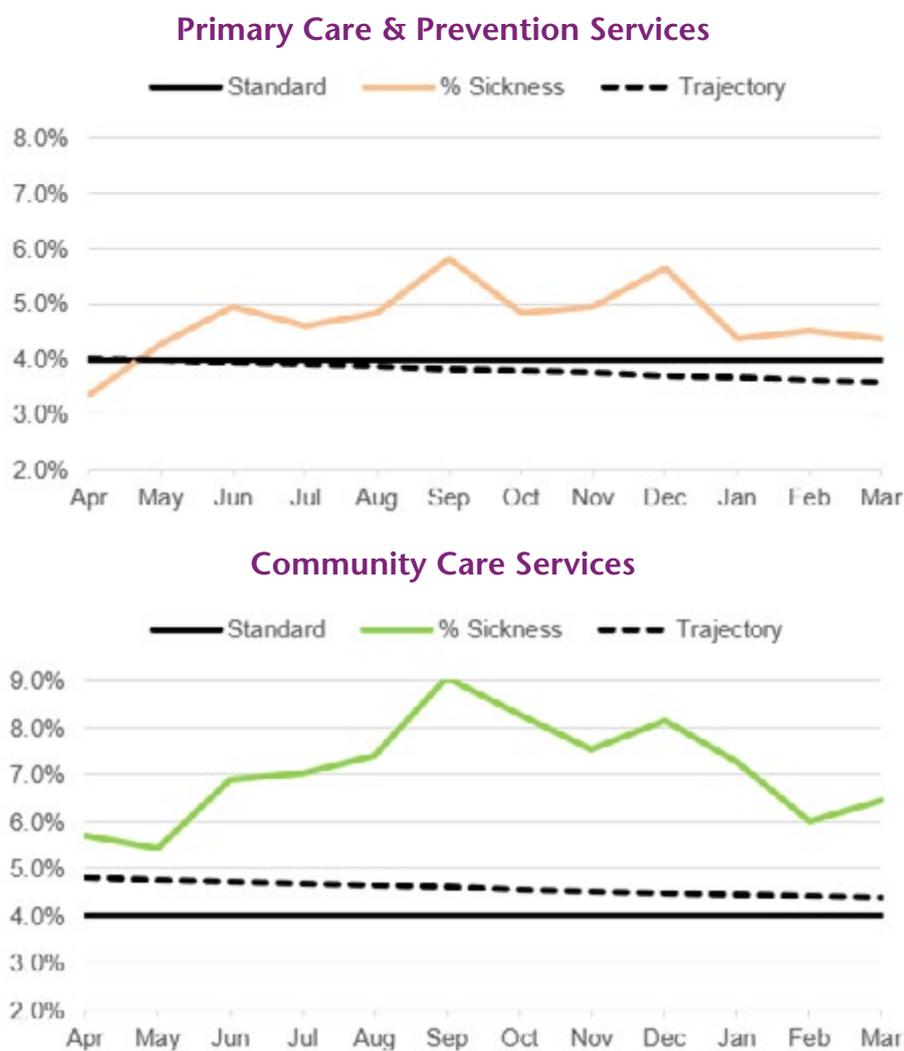


Table 2 above details the HSCP performance position against trajectory for 2021/2022.

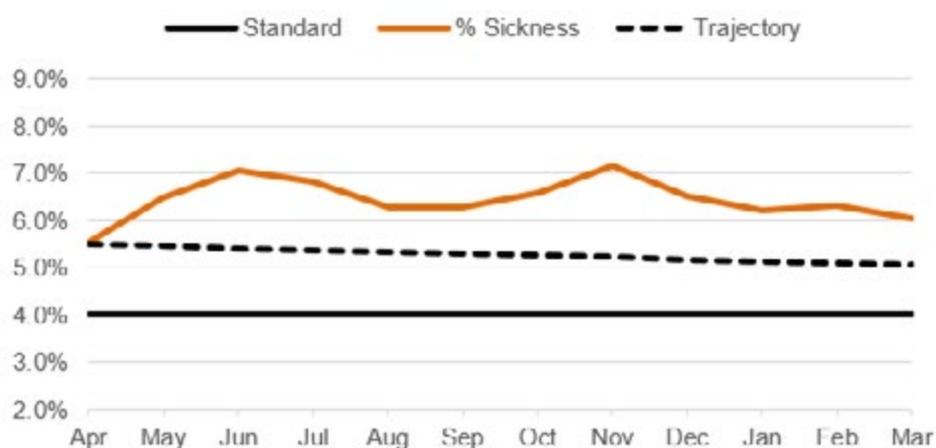
Locally, Heads of Service and the respective Promoting Attendance Review and Improvement Panels are in place to review sickness absence data and individual cases to ensure appropriate action is being taken, including application of the triggers within NHS Scotland Attendance Policy and follow up in respect of 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 of the respective HSCP areas are detailed in the table below:

Chart 3: Sickness Absence Rates / Trajectory per HSCP Unit for 2021/2022



Complex & Critical Care Services



There has been an increase in the overall rolling sickness absence rate in HSCP for the 2021/2022 financial year however there has been a recent reduction in sickness absence rates to below 6% for three consecutive months. Of the three large Divisions within HSCP, Primary Care and Prevention has the lowest sickness absence with a 4.71% average, Complex and Critical Services had an average of 6.44% and Community Care Services had an average of 7.10%. There have been 7 of 12 months in 2021/2022 with an overall HSCP sickness absence rate above 6%, in comparison to zero months above 6% sickness absence rate in 2020/2021.

Hot spots are identified for all areas of the Board on a weighted WTE basis, to assist with local Promoting Attendance Panels. Tableau functionality has been used to support direct access of this data by line managers. "Hot spot" data is available via Tableau reports accessible by line managers at local level and areas of concern are being followed up by line managers, supported by HR Officers, as required. An overview is taken at the respective Promoting Attendance Review and Improvement panels.

In addition to increased sickness absence rates there have been variable rates of COVID-19-related absence in 2021/2022, but this has reduced overall from 2020/2021.

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 relations cases, with no further pausing of this activity in 2021/2022 following a previous pause of some of these cases due to the COVID-19 pandemic during 2020/2021.

The initiatives that were introduced to support the health and wellbeing of HSCP staff during the current COVID-19 pandemic continue and are evolving, taking account of feedback from staff and those providing the support.

The planned trajectory set for HSCP has not been achieved, (4% by the end of March 2022), and there has been a deterioration in performance this financial year, with the current circumstances due to the COVID-19 pandemic likely a contributory factor.

Priorities for 2022/2023 will be:

- To continue with the implementation of the NHS Scotland Attendance Policy;
- To ensure that managerial training for Attendance meets organisational needs;
- To promote the new TURAS Learn Attendance module;
- To promote the new TURAS Learn Disability modules, including attendance/disability; hearing loss; mental health; learning disability etc;
- To continue to focus on cases of long-term absence and to promote early intervention to minimise long term absence wherever possible;
- To continue to promote mental health in the workplace training, given that this is the highest ongoing reason for absence;
- To continue with the rollout and access to Tableau, to assist managers with the identification of trends, hot spots and outliers in respect of absence issues within their service areas;
- Ensuring Occupational Health support for these areas and any impacts of Long COVID.

Fife Council Current Position

The COVID-19 pandemic has continued to have significant impact on the workforce and how managers effectively manage sickness absence. Absence levels have remained high and in addition the challenges of COVID related absences and unfilled vacancies have had a significant impact on the delivery of front-line services, as capacity has been diverted to where the need is greatest. The impacts of COVID on the workforce, and what the period of post-COVID recovery will look like, remain uncertain.

Continuing with covid transmission reduction measures, and dealing with the consequences of covid related absences, will have an ongoing resource requirement.

The HSCP has responded to workforce challenges throughout the pandemic and at times this has meant mobilising employees from across Directorates to bolster numbers in areas of critical need.

Following the Scottish Government's national call to arms for Local Authorities to support the NHS and a worsening local position within Fife, Corporate Incident Management Team gave its full agreement to seek volunteers from across the wider workforce to supplement resources in Health and Social Care (HSC) for Care at Home, Care Homes and Group Homes.

The aim was to support HSC to manage a surge in hospital discharges. Lessons have been learned from this exercise and will inform other key workforce activities such as relief pool management and workforce planning in HSCP and future proposals around corporate redeployment.

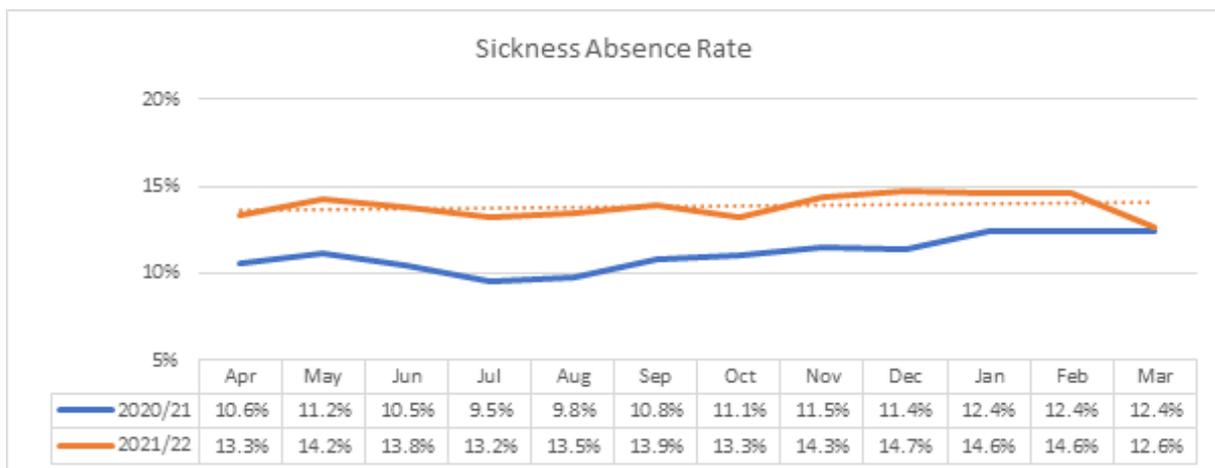
Absence Analysis

(1) Sickness Absence Rates

The chart below shows that absence rates for 2021/22 had been persistently higher than those for 2020/21, but, while still significantly higher than April 2020, there was a notable flattening of absence rates from November 2021 to February 2022 and a reduction in March 2022 from 14.6 percent to 12.6 percent. The percentage absence rate for March 2022 is the lowest since March 2021 but it is difficult to determine at this point whether the downward trend will continue.

In the period April 2020 to March 2021 there were 14,362 weeks lost in HSCP, an average of 1,197 weeks lost per month. In the period April 2021 to February 2022 there were 17,846 weeks lost, an average of 1,487 weeks lost per month. This is an increase of 290 weeks lost on average per month, or a 24 percent increase from 2020/21 to 2021/22.

The absence rate is the number of weeks lost through sickness expressed as a percentage of the total weeks available.



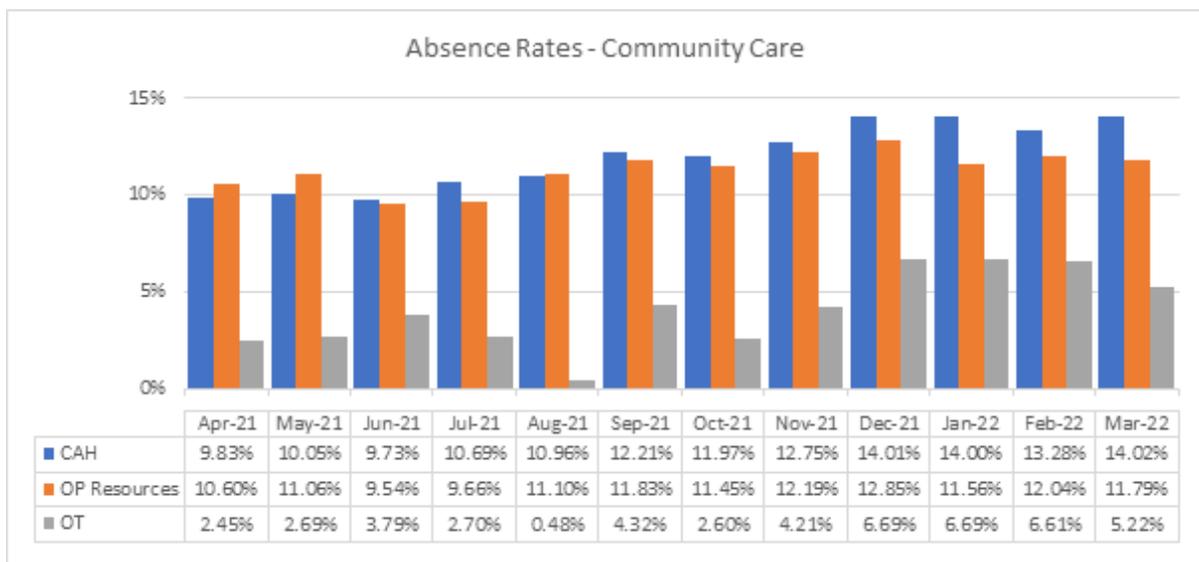
If the observed trajectory in the absence rate from April 2020 to March 2022 continues, absence rates will continue to be around 14 percent over the next year. However, a number of actions are in place to help reduce the levels of absence in HSCP and support the health and wellbeing of the workforce.



(2) Absence Rates by Service

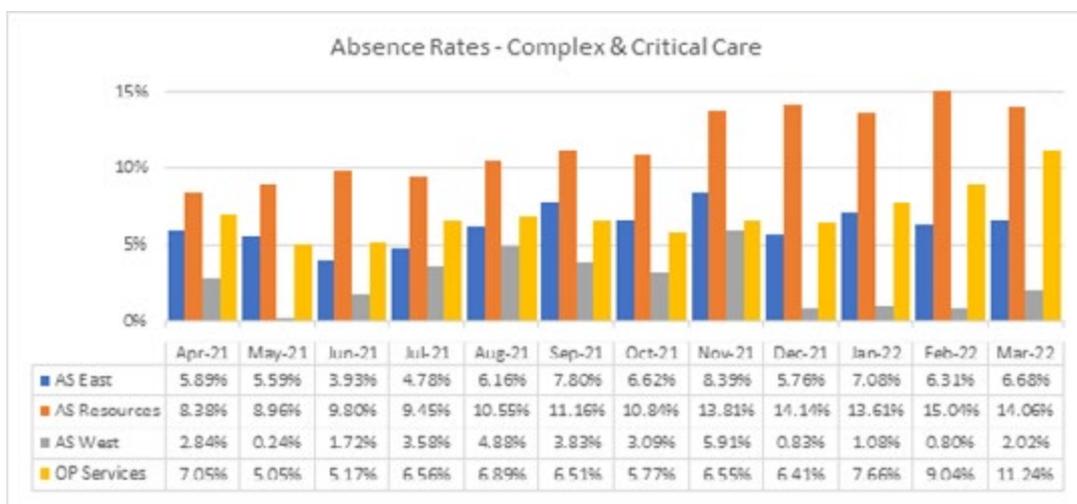
The charts below illustrate Oracle data for Community Care Services and Complex & Critical Care Services and expresses the absence rate as weeks lost as a percentage of the total weeks available.

As there are issues concerning the HSCP structure being properly reflected in Oracle, these charts may be subject to correction.



In the year April 2021 to March 2022, from the Oracle data, Community Care Services (employing approximately 60 percent of the HSCP workforce) lost 8,299 weeks through sickness, an average of 692 weeks lost each month. The average monthly absence rate for Community Care is 11.41 percent.

Additional HR support is being provided to managers in Care at Home to aid effective absence management and support the reduction in absence levels.



Over the same period, Complex & Critical Care Services, (employing approximately 40 percent of the HSCP workforce) lost 5,242 weeks through sickness, an average of 437 weeks lost each month. The average monthly absence rate for Complex & Critical Care Services is 10.36 percent.

Absence rates in Adult Services Resources remain high and this is an area where additional HR support will be needed.

Next Steps

With the aim of providing a consistent and concerted approach across the services to reduce absence and support people to remain at work, corporate funding was secured for a Project Manager (Wellbeing and Absence) for 24 months. The postholder who started in July 2021 is responsible for planning, managing, and implementing a range of projects to support attendance management and health and wellbeing strategies.

The Project Manager has been working with managers across all services and more specifically on actions to reduce absence in areas identified as hot spots. Absence data analysis is continually improving and reporting at key forums is aiding discussion and improvement.

Additional HSCP funding for one year has resulted in the recent recruitment of three management support officers.

Working alongside HR colleagues the focus will continue to be on supporting line managers to develop the skills, competence, and knowledge to manage absence and promote wellbeing to help employees stay well at work and feel supported when they return to work after an absence. This includes increasing awareness on the supports/tools/resources available and the relevant HR policies, procedures and guidance available. The Support Officers will also work on various projects including a large-scale stress risk assessment across the council workforce within HSCP.

Funding from HSCP has also been provided to add an HR Lead Officer to the HR team to support HSCP for one year. This post has now been filled and the post holder started in this role in April 2022. They will provide extensive professional knowledge, skills and expertise across a range of HR activities with a focus on supporting managers and case officers to manage a range of complex case work such as sickness absence, discipline, grievance and performance management. A key priority will be reducing the number of absence cases with a focus on clearing the backlog of long-term absence cases.

Working closely with managers across the Health and Social Care Partnership they will also be providing HR support to projects to meet identified business needs and working collaboratively with partners to meet the strategic objectives of the Health and Social Care Partnership and the council. In addition to absence management, resourcing and recruitment will be areas the post holder will support Services with.

The Senior Leadership Team continue to monitor progress and support the delivery of actions to reduce absence. These temporary interventions will support line managers to be fully confident and competent in addressing any attendance management issues.

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

Actions For 2022

- A set of strategic actions will be developed as part of the strategic workforce strategy and planning process.
- Improving the analysis of absence data and reporting information.
- Identifying trends/patterns of absences i.e. hot spots e.g. high absence, longest absences, high stress, high MSK etc and initiating or undertaking appropriate interventions with relevant managers.
- Supporting line managers to develop the skills, competence, and knowledge to manage absence and promote wellbeing to help employees stay well at work and feel supported when they return to work after an absence. This includes increasing awareness on the supports/tools/resources available and the relevant HR policies, procedures and guidance available.
- Addressing requirements for training in supporting mental health and wellbeing at work, address with managers.
- Focussing on efficient and effective absence case management. Establishing new Absence Review Panel and Absence Review and Improvement Panel processes.
- Progressing a pilot in Care at Home to provide early support to employees on sickness absence.
- Encouraging self-service and recording of sickness absence within Oracle Cloud, raising awareness and building confidence through briefings and training sessions.
- Progressing the Stress Assessment Project involving the University of Hull.
- Ensuring there is a focus on attendance management within Induction to ensure relevance and effectiveness.
- Continual liaison with HR through the Business Partner to ensure all actions are compliant with Corporate Processes and Procedures.

Appendix 3

Learning & Development

Training and Development (Social Work / Social Care)

Covid-19 continued to impact on the delivery of learning and development over 2021-22, as well as affecting the capacity of staff to undertake learning and development.

However, online delivery of training has become more familiar, both to those attending and those facilitating training. Coupled with an increased functionality from Microsoft Teams, the benefits, of what had started out as being an interim delivery method, have been recognised and will continue as the main delivery method in many cases.

As the impact of Covid-19 continued through the year, the focus of learning and development has predominantly been on mandatory training, such as Moving and Handling, Adult and Child Protection, Infection Control and Emergency First Aid.

During the winter months, priority was on supporting the redeployment of staff and fast-tracking recruitment for frontline services. Online learning was made available for new staff to access and complete while employment checks were being carried out. This enabled staff to complete mandatory training prior to their start dates.

There has continued to be an emphasis on staff wellbeing. This included further sessions on coping with loss, grief and bereavement and how you can support others going through this in the first half of the year. Delivered by Cruse Scotland, these sessions were offered across all social work and social care teams.

There were new learning and development opportunities including an online Sensory Impairment: Recognition and Support course which went live in July 2021. This was developed with DeafBlind Scotland and provides information on a range of sensory impairments, signs that may indicate someone has a sensory impairment, interactive activities to gain greater understanding of what having a sensory impairment can be like and signposting to support that is available in Fife and nationally.

At the latter part of the year, using funding from the Scottish Government, the first of several planned training, specifically for Health and Social Care, on the Coach Approach was delivered. This was made available to staff across the Partnership. The Coach Approach is being offered to staff with a line management or supervisory role, with the aim of improving the quality of conversations with staff to allow them to reach their own solutions and conclusions.

In addition, introduced early in 2022, with plans to continue to offer these in 2022-23, were Transgender and LGBT+ Awareness sessions and a seminar on Trauma. The Transgender and LGBT+ Awareness sessions have been offered across the Partnership and are delivered by the Terence Higgins Trust, Health Promotions Specialist for Fife. The Trauma Seminar: Impact of Trauma through the Lifespan, was originally delivered to the Adult Protection Committee. It had been so well received; it was agreed to offer this to a wider social work audience. This full day seminar, delivered on MS Teams, received great feedback from participants and was attended by staff from Adult and Older People Services Assessment and Care Management Teams and Justice Services.

Going forward, priorities for 2022-23, in addition to the existing learning and development and essential training for service delivery, include

- leadership and management
- assessment and management of risk
- induction

It is also anticipated that services will have more capacity to look at team development, with support provided to tailor this to meet individual team's needs.

Mandatory Training for staff is split into 3 requirements:

1. Training that is required by all Fife Council employees

This is generally eLearning that is either required to meet legislation requirements and/or health and safety requirements.

2. Training that is required by all staff in Health and Social Care

The training in this category links with specific National Frameworks which are relevant across all Health and Social Care Staff, but the level of training may differ depending on the staff member's role.

3. Training that is required for a specific Service or role in Health and Social Care

This may also include training to provide specific support to individuals receiving services. Service specific mandatory training is agreed with Service Managers.

The following training is the mandatory for all Fife Council employees. These eLearning courses are automatically assigned to staff on the Council's Learning Management System (Oracle).

- ACT Awareness
- An Introduction to Health & Safety at Work (RoSPA)
- Corporate: Mentally Healthy Workplaces
- Cyber Security – Stay Safe Online
- Fife Council Data Protection
- Fife Council: Email, Phone and Internet Guidelines
- Fife Council: Information Security
- PREVENT

In addition, there is mandatory training for all Health and Social Care staff, although the level of training required will depend on the individual's role.

- Adult Support and Protection – linking with Adult Support and Protection (Scotland) Act 2007
- Child Protection – linking with National Guidance for Child Protection in Scotland 2021
- Diversity and Equality – linking with Equality Act 2010
- EPiC (Equal Partners in Care) – linking with Carers Strategy
- Trauma Informed Practice – linking with National Trauma Strategy

Depending on the area of work, Service and role specific mandatory training may include:

- Adults with Incapacity (Scotland) Act Part 1 and Part 2
- Adult Support and Protection Council/Supporting Officer
- Autism
- CALM
- Care Programme Approach
- Dementia Awareness
- Duty of Candour
- Dysphagia
- Emergency First Aid
- Enteral Feeding Pump
- Epilepsy
- Fire Safety
- Fluids, Nutrition and Food Safety
- Food Hygiene
- Good Conversations
- Hoarding Awareness
- Implementing the Carer's (Scotland) Act
- Infection Control
- Legionella Awareness
- Lone Working Hazards and Risks
- Medication Administration
- Midazolam
- Moving and Handling
- Professional Curiosity
- Risk Assessment
- Self-Directed Support

Often there is a range of training within these topics offering different levels of development.

Training and Development (NHS Staff)

There is no classroom training at this time, however several offerings have been reintroduced, including Recruitment and Selection, TURAS Appraisal, Foundation Management, and preparing for retirement (all delivered via Microsoft Teams). Microsoft Teams has been welcomed and enjoyed by an overwhelming majority of employees.

The TURAS appraisal training was attended by 179 H&SC employees between April 2021 and the end of March 2022.

A total of 9 H&SC employees attended the 5 week Foundation Management course delivered over 4 cohorts in the same 12 month period.

NHS Fife has now completed the phased move from our existing Learning Management system and e-Learning authoring tool (used since 2014) to the nationally supported TURAS Learn system. The transition to TURAS Learn has allowed us to provide the workforce with more interactive and engaging eLearning. All our core training modules have been redeveloped and have also created a number of new wellbeing resources.

The H&SCP will benefit from this move as access to the platform will also be available to third sector organisations, thus ensuring they have the same opportunities for learning. Collaborating with our partnership colleagues and managers in H&SCP, we are working to provide access to non-compliance training reports. Our goal is to report on compliance based on job role. As part of phase 2 of the TURAS Learn project, we will facilitate manager self-service, which will ensure that managers and employees are able to access compliance data and that employees are notified when they are required to update their training.

We are currently preparing to launch facilitated career conversation lite where we will facilitate a career conversation that enables staff to: reflect on their career history, explore their current role and opportunities, and define their aspirations and development needs.

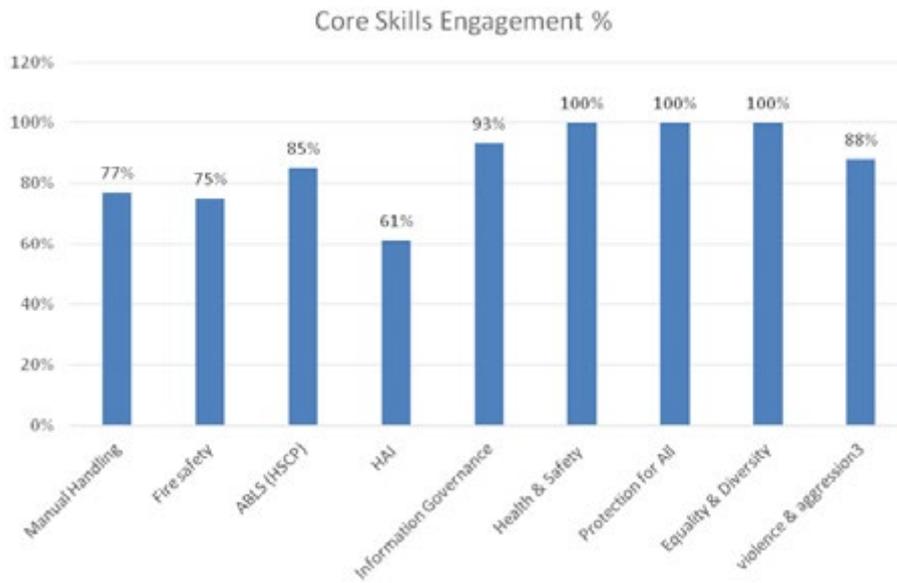
Core skills compliance

Core Skills training is monitored at the local level in accordance with organisational policy and statutory requirements. In the first 3 months of employment, all 9 core topics (shown below) must be completed, and then updated at appropriate intervals. We acknowledge that it is unrealistic to expect full participation of all employees as some members of staff will not be able to meet the core requirements due to long-term absences. It is important to note that since this data was captured, efforts have been made to improve compliance levels in several areas, including:

- Fire safety
- Information Governance, and
- Equality and Diversity

We have developed Core Skills Training Guidance and efforts are being made to provide all managers with compliance data regarding their teams, as well as some supporting guidance materials, to enable them to identify outstanding Core Training for each member of their staff.

Below is a table illustrating the Core Skills Engagement within the Health and Social Care Partnership.



Induction

As previously reported a new welcome and orientation package for employee induction was launched on our new learning platform TURAS Learn. This package went live on the 1st July and ensured that every member of staff was provided with a consistent and structured approach to their initial learning and development needs, ensuring that our staff are appropriately trained to deliver a quality service to patients in line with organisational requirements. The package has been warmly welcomed and more than 279 new HSC employees have now completed this induction. We are currently seeking feedback to measure the benefit of the new learning resource to make continuous improvements.

National Whistleblowing Standards

New National Whistleblowing Standards for the NHS in Scotland came into force on 1st April 2021. This is a change in how whistleblowing concerns are dealt within the NHS. 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 became a core requirement over the course of 2021/22 in order to ensure that all members of staff are appropriately trained. The relevant learning can be accessed via the links below:

- **Whistleblowing : staff needing an overview | Turas | Learn**
- **Whistleblowing : managers and people who receive concerns | Turas | Learn**

To date 1968 members of H&SC workforce undertook the staff training and 345 undertook the manager training.

Appendix 4

Health & Safety

Fife Council Health & Safety

Workplace Violence

The HSCP continue to be committed to positive and proactive approaches with service users who present with behaviour that challenges.

During the first year of the COVID-19 pandemic, there were significant changes in areas of Adult Services in relation to the complex needs of some service users – this trend has continued over the last twelve months. CALM Theory training continued to be delivered throughout the last year using a blended approach. In addition, pockets of physical intervention training have taken place where the need has been greatest with all COVID guidance adhered to as much as possible in the training environment. The Service have also upskilled staff to deliver Physical Intervention skills as we move through recovery and plans are in place for 2022-23 regarding Physical Intervention training including re-accreditation where required. All training delivery is set within a context of reducing the use of restrictive interventions and protecting service users, as well as the staff who support them.

Home Care Service and Older Peoples Service paused CALM Training (theory) during the pandemic but there are plans to re-introduce a programme of training in 2022-23, commencing with priority areas. No physical intervention training is provided for these groups.

CALM Associates across HSCP also now have 'real-time' online access to incidents involving behaviour that challenges, via Assyst. This allows for monitoring and evaluation and creates opportunities to minimise frequency and/or severity of incidents.

Moving and Handling (M&H) Training (April 2021-end March 2022)

The information in this section is not from Oracle due to the difficulties with Oracle reporting. It is gathered from the services and from our own tracking of training completion.

The M&H team, temporarily, have an extra staff member funded by HSCP (until end July 2022) to assist with training and service support. This is focussing on the back log of staff requiring training that had occurred with the pause in some M&H training at the start of lockdown in 2020 and the staff who had been highlighted as out of date by the HSE Notice of Contravention. This additional staff member has been monumental in ensuring timely Foundation training was able to occur. No new staff will wait >2weeks for a place. There were 24 key trainers from HSCP/Education and NHS partners who before lockdown would have delivered this level of training. They were unable to get time away from their own services due to workload pressures for all the reasons you will be aware of. The Foundation training was also temporarily changed to 1 day due to smaller class sizes and the need to have staff job ready as quickly as possible. The skill level required by the trainer to deliver Scottish Manual Handling Passport standard training within one day is high and it has been hugely beneficial to have the M&H team deliver the Foundation training.

Foundation/Induction training has remained as busy this year as it was 2020-21 with clear peaks for recruitment drives throughout the year in September/October and January/February this year.

M&H Course	Classes	Attendees	% Attendance
Foundation 1 day	90	403	75%
Skills Update ½ day	38	170	45%
New Link Worker (30hr course)	6	50	98%
New Competency Assessor for Link Workers ½ day	7	19	100%
Minimal Handling/Driver Course ½ day	2	11	100%
Link Worker Update Online with Assignment	N/A	206	85%

Training currently runs every Wednesday for new staff at the St Clair Centre in Kirkcaldy and booking is made directly with the team. This direct link allows additional courses to be added very easily at peak times and no delays with Oracle accounts. Pre lockdown the average spaces offered per year were 330. The last 2 years have been running with 30% more staff requiring this Foundation/Induction training.

Improvements and changes have been made to link worker update training for 2022 and more information about that will be coming very soon.

The M&H team support with complex service users and discharges. They have continued to visit service users in hospital or at home with Link workers to ensure as successful a discharge or ongoing care as possible. Work to support NHS staff with M&H to facilitate D/C is also done.

Service Area	Compliance with M&H Training 31/3/22
Community Occupational Therapy	OTAs 99% OTs 94%
Care at Home	Frontline 78% Link workers 85%
Community Support Services	Frontline 68% Link workers 95%
Adults Accommodation	Frontline 95% Link workers 80%
Older Peoples Care Homes	Frontline 90% Link workers 80%
AVERAGE	86%

Priorities going forward

Engaging with staff with the relevant evidence to decide if temporary measures put in place for the last 2yrs should continue.

Namely;

- 1 day Foundation vs 2 day Foundation
- Use of service key trainers vs M&H Team maintain resource for classroom training
- Link worker update wholly online vs Link workers must evidence practical competence.
- M&H Team getting out to services for compliance checking. Ensuring that all the surrounding procedures that support training are being followed.

Display Screen Equipment (DSE)

During 2021/22 home working introduced as a direct result of lockdown has now become the norm for many employees. Our IT systems have continued to adapt to remote working, employees have been issued with hardware (web cams, headsets, cloud-based PCs etc) as required to facilitate working at home. Employees were asked to complete DSE elearning and reported any issues with their home set up to their manager. This process will continue as we move to a formal blended working workstyle.

Mental Health

During 2021/22 FC promoted good mental wellbeing with the provision of a revised intranet page which includes information and guidance on: stress (individual and organisational risk assessment) , counselling, the supportive workplace (including mental health first aiders), personal life and financial wellbeing.

COVID

When staff started to return to work within offices compliance walk rounds were undertaken. Any non-conformances were reported to the employee's managers for attention.

Setting Referrals

The HSW team worked with colleagues in Environmental health to follow up COVID 19 positive cases relating to employees to follow up breaches identified and any follow up with Managers.

94 reports were received in 2021/22 for HSCP with 10 identifying a breach mainly relating to social distancing.

Lone Working Solutions

Where an employee is identified as being at risk from lone/remote working they were issued with a lone working fob. However, we are seeing low usage of the system, within HSCP utilisation was approx. 18%. This is cause for concern and the reasons for the low usage should be investigated as soon as possible.

Driving Licence Checks

The exercise to check driving licenses within HSCP was completed in 2021. Any drivers failing to complete the check were notified that they can't drive on FC business.

Slips, Trips and Falls in Care Homes

Slips, trips, and falls (STFs) account for the highest number of incident reports within HCSP. Out of the total number of STF incident reports, 92% were in Residential and Day Care Services. A deep dive was carried out on STFs in care homes. There were no specific areas of concern, and a report will be issued in April 2022.

HSE

RIDDOR Reports

There were 23 RIDDOR reports, 6 of these were Occupational Diseases, all work related Covid-19 and all within Residential and Day Care Services.

10 led to over 7 days lost/restricted duties – Injury to Employee.

1 led to Specified injury to employee.

6 led to Service User admitted to hospital for treatment.

Notes of Concern

There was one NOC from HSE. This came from an incident which occurred in June 2020 within Adult Resources and resulted in the death of a service user. The service user who was diagnosed as having oral dysphagia, was eating a sandwich that contained a filling deemed as high risk for his diet as assessed by the SALT unit. The service user choked and despite resuscitation attempts by staff and paramedics, he died. The RIDDOR report was sent to the HSE and the HSE have since handed this over to the procurator fiscal.

NHS Fife HSCP Health & Safety

As the pandemic is hopefully being brought under control and things start to open up, the ligature risk assessment programme for the partnership is being re-introduced. Some work on updating action plans and process were undertaken as safely as could be achieved during the pandemic. The process and programme for these assessments is being reviewed using small test of change methodology to provide better quality and more consistent assessments and this has been a significant piece of work for 2021 – 2022.

From September 2021 and early into 2022 we focused on 5 particular areas to allow better quality and more consistent ligature risk assessments throughout the Mental Health and Learning Disability Service.

4. A documented Ligature Risk Assessment (LRA) process.
5. Ligature Risk Assessment Tool.
6. Ligature Risk Assessment – Immediate / High Risk Action Plan.
7. Ligature Management Oversight Group – representation includes H&S Lead, Head of Estates, Sector Estates Managers, Service Manager and Head of Nursing.
8. Ligature Management Spreadsheet.

Learning from past assessments, streamlining of the programme and collaborative working with Clinical and Estates staff has resulted in a more structured collation of information, which feeds directly into the assessment. NHS Fife Ligature Risk Assessment Tool incorporates the patient group (cognitive understanding / ability), the type of service, individual rooms and the specific height of the ligature point.

A rolling schedule was sent out to our Estates Managers and Clinical Staff in March regarding the proposed 2022 Ligature Risk Assessments. The programme of works is currently in motion for 2022.

In the 2020-21 annual report the reintroduction of face to face training for staff was highlighted as a key theme for 2021-22. We can confirm that retrospective manual handling training was completed for the staff who started with NHS Fife at the beginning of the pandemic.

Focus and direction was given to:

- Retrospective induction for staff already in post (Fully Contracted and Bank staff)
- Re introduction of Refresher Courses (Fully Contracted and Bank staff) (scenario based)
- Competency Based Assessments in wards / areas to support classroom sessions
- Specific support to wards and areas as required and or requested
- Bespoke sessions provided (based on risk and capacity)
- Contingency and resilience provided within plan to accommodate short notice / immediate needs of the organisation
- Redeployment of staff
- Reopening of wards (VHK ward 6 , QMH Ward 8 and 8a , Cameron Balfour)
- Increase in ward capacity (VHK ward 10)



All face-to-face training has resumed, inclusive of H&S, V&A and Manual Handling with associated covering risk assessments and Covid Questionnaires to facilitate a safe environment and training session for all involved. Training schedules have been set up and are out on stafflink for staff to book.

Continued involvement of the H&S leads at the LPF will also need considered as this was introduced as a pandemic measure but is perhaps a relationship worth preserving on a more formal basis and on parity with the NHSFife Acute Division LPF.

