



Local Partnership Forum Annual Report 2024-25

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This year's annual report ...

Is an opportunity to share with you the role of the Local Partnership Forum (LPF) and update you, on what has been achieved over the past year by working together to support and champion the Fife Health and Social Care workforce, and what we hope to achieve in the year ahead.

The Forum has a focus on:

- staff governance advice and delivery and employee relations
- informing thinking around health and social care priorities and issues
- advising on workforce including staff wellbeing planning and development
- equality, diversity and inclusion
- contributing to strategic plans and wider strategic organisational objectives.

LPF - who are we and what do we do?

Who are we?

The Local Partnership Forum (LPF) is made up of around 40 core members from trade unions and staff side, the Fife HSCP Senior Leadership Team, Human Resource colleagues along with people who regularly attend to provide advice, guidance and support the work of the LPF.

What do we do?

The Forum meets every eight weeks and works together on a range of issues impacting on the Fife HSCP workforce, maintaining a clear focus on staff voices and ensuring these are at the heart of discussions and considered in key decisions affecting their working conditions, policies and service delivery.

Actions and outcomes from these Forums are shared with Fife's Integration Joint Board (IJB) to help inform their decision making.

There are key areas that the Forum regularly discuss, these include:

- Staff engagement & representation – providing a platform for employees and trade unions to raise concerns, share ideas, and influence policies.
- Change Management & Transformation – supporting service changes, ensuring that staff are involved in decision-making and implementation.
- Wellbeing & Workplace Culture – promoting initiatives related to employee health, wellbeing, equality, diversity and inclusion.
- Governance & Assurance – Ensures that workforce strategies align with national and organisational policies, including employment laws and healthcare regulations.
- Service pressures – what the impacts are on staff and what support may be needed.
- Attendance – looking at what more we can do to support people who are absent back into work.
- Finance – keeping up to date on the current financial pressures and the impact on the workforce.

Keeping staff at the forefront is essential when implementing strategic priorities. The Forum ensures that staff views are integral to shaping these priorities. Throughout the past year, the Forum has had input into:

- Financial Recovery Plan
- Sustainable workforce and supplementary staffing
- Prevention and early intervention strategy
- Professional Assurance Framework
- iMatter
- Stress survey
- Winter planning
- Immunisation

Welcome from the new co-chairs

Following the untimely passing of Eleanor Haggett (FC Trade Union Rep), the retirement of Simon Fevre (NHS Fife Staff-side) and the departure of Nicky Connor, our former Director who moved into a new role out with Fife HSCP. We have welcomed three new chairs.

The three new co-chairs for the Local Partnership Forum are Lynne Garvey, Director of Fife HSCP, Vicki Bennett, NHS Fife Staff-side Rep and Kenny McCallum, FC Trade Union Rep.

Let's hear from the co-chairs:

"We're delighted to take on the role of co-chairs and feel privileged to work together with colleagues across the Fife HSCP, partners and trade union and staff-side representatives to support the amazing people that work across health and social care.

The focus for the Local Partnership Forum is our workforce and, to ensure we are listening to the voice of staff. Staff are our most valuable asset, and we want them to feel valued, supported and have opportunities to share their views, ideas and concerns to inform transformation, service delivery and operational changes. Staff input is essential into these discussions, as they are the experts.

This has been yet another challenging year – demand for services increasing and the financial challenges this brings. The introduction of the Financial Recovery Plan had impacts on our staff and a huge thank you to everyone for supporting the implementation, from the workforce mobilisation work to the 'call to action' and reducing non-critical spend, everyone has had a part to play. It is humbling to see the care and compassion staff continue to demonstrate in the most challenging of times.

You will see from this year's report that the LPF has achieved a lot, from the continued oversight of staff governance including wellbeing, attendance, health and safety, service pressures and finance to having input into strategic priorities including championing iMatter, supporting equality, diversity and inclusion, recruitment and our workforce plan.

We will look to progress these in the year ahead and continue to listen to staff, champion integration, celebrate our staff achievements and work together through the Local Partnership Forum to support Fife HSCP staff."

Best wishes.

Lynne, Kenny and Vicki



Lynne Garvey



Kenny McCallum



Vicki Bennett

What did we achieve in in 2024?

Our priorities for 2024 included:

- Championing our staff voice through iMatter Action Plan promotion and celebrating our staff throughout the year.
- Supporting partnership work to promote equality, diversity and inclusivity including membership in a working group to progress this.
- Ensuring strong engagement with the significant transformation work underway to make sure the Partnership is sustainable for the future.
- Promoting the importance of and supporting our staff health and wellbeing
- Ensuring effective engagement with the development of the Yearly Workforce Action Plan.
- Supporting the extension of leadership through the co-design and ongoing delivery of the new Integration Leadership Team across the Partnership.

How did we do?

Championing our staff voice through iMatter Action Plan promotion and celebrating our staff throughout the year.

The LPF has been actively championing the iMatter Action Plan and celebrating our dedicated staff throughout the year.

iMatter is a continuous improvement tool developed by NHS Scotland to help understand and improve staff experience. It involves a staff engagement questionnaire, generating a Team Report, and creating an action plan to address areas for improvement and to celebrate success.

Building on our success with iMatter in 2023, the Fife Health and Social Care Partnership (FHSCP) has continued to collaborate closely with NHS iMatter colleagues to ensure a unified approach. This has included consistent messaging and communication across all Fife HSCP staff, providing online support for managers at various stages of the iMatter process, and attending team meetings to promote iMatter among staff teams.

This year, our scores have been some of the highest since pre-Covid, with an overall Employee Engagement Index of 78, which is 1 point higher than the previous year. The Employee Engagement Index is our overall score across all 28 statements in the iMatter Survey. Due to the size of the Partnership, any change of 1 point or more is classed as significant.

In relation to the individual survey statements, in 26 out of 28 statements, we scored higher than the national average and, for the first time, achieved a score of 90 for the statement "My direct line manager is sufficiently approachable", which means 90% of those who responded feel their manager is approachable. These positive results are reflected in the team scores, where 84% of teams achieved the 'green' category, with an overall score of 67-100. This is the highest category and is classed as 'strive and celebrate'.

Teams with fewer than five members only received a Team Report if 100% of staff completed iMatter, resulting in 9% of our teams not receiving an individual team report, however the department/service report is used as the basis for developing action plans.

Key highlights:

- 4,353 employees completed the 2024 iMatter survey.
- Overall Employee Engagement Index of 78, 1 point higher than the previous year.
- Scored higher than the national average in 26 out of 28 statements.
- Achieved a score of 90 for "My direct line manager is sufficiently approachable." it means 90% of staff feel their line manager is sufficiently approachable and it is the first time we have had any statement score of 90.
- 84% of teams achieved the 'green' category, with an overall score of 67-100.
- 416 team actions plans were completed.

Supporting partnership work to promote equality, diversity and inclusivity including membership in a working group to progress this.

LPF Support for EDI Initiatives (April 2024 – March 2025)

From April 2024 to March 2025, the LPF played a role in supporting Equality, Diversity, and Inclusion (EDI) within the Fife HSCP. Working closely with senior leadership, the LPF contributed to the implementation of the EDI Action Plan 2024–2027 – an evolving roadmap designed to create a more inclusive workplace where diversity is valued, learning is continuous, and initiatives adapt to workforce needs.

- **EDI Action Plan and Interim Workplan**

The LPF collaborated with FHSCP leadership to support the EDI Action Plan, which focuses on fostering a positive workplace culture, ongoing education, and adaptability to emerging challenges. To aid the transition to full implementation, an interim workplan was introduced until June 2024, prioritising improved communication, staff engagement, and feedback collection through consultations. The LPF also supported training sessions – organised by the Fife Centre for Equalities and supported by mental health first aiders and British Sign Language interpreters—which equipped 30 facilitators to lead interactive EDI activities.

- **Staff engagement and inclusive practices**

The LPF supported a series of EDI sessions across key locations across Fife. These sessions, along with anonymous survey feedback, ensured that staff perspectives informed ongoing EDI objectives, a total of 476 people participated.

- **Ongoing monitoring and future planning**

Regular reviews with the workforce ensures that EDI initiatives continue to develop, with the LPF providing ongoing support for progress and adaptation. The Forum has contributed to Fife HSCP's achievements in the Equality Pathfinders Recognition Scheme, which has reached Bronze Level status, with plans in place to work towards Silver and Gold.

- **Development of the FHSCP Equality Network (PEN)**

The FHSCP Equality Network (PEN) was established as a staff-led group to embed EDI more deeply across health and social care. The LPF supported its launch and ongoing activities, providing a platform for staff, students, and volunteers to share information, offer support, and contribute to policy reviews.

- **Meet our PEN co-chairs**



Monica Logan-McFadden (MON-i-ka LOH-guhn muhk-FAD-uhn)



Ewa Golebikowska (EH-vah goh-leh-bee-KOHF-skah)

- **Neurodiversity Natter Event**

A Neurodiversity Natter event was held at Fife Voluntary Action in Kirkcaldy, hosted jointly by the Fife Centre for Equalities and the PEN. The LPF supported this initiative, which brought together 56 participants to discuss how workplaces can better accommodate neurodiverse employees. Recommendations included creating sensory-friendly workspaces with quiet zones and adjustable lighting, improving communication through clear and patient dialogue, and offering targeted training and mentorship. Feedback from this event has been shared with the EDI Steering Group to refine workplace policies and support future initiatives.

Key highlights:

- EDI Action Plan 2024–2027 developed, with an interim workplan ensuring early engagement.
- Supported EDI sessions across teams and services across Fife encouraging staff feedback through surveys and consultations.
- Monitoring & Recognition: Regular updates on EDI progress, with FHSCP achieving Bronze Level in the Equality Pathfinders Recognition Scheme.
- FHSCP Equality Network (PEN): Staff-led group established, providing opportunities to share experiences and help shape policy.
- Neurodiversity Natter Event: Championed discussions on neuroinclusive workplaces, leading to recommendations for sensory-friendly environments and improved communication.
- Through its collaborative efforts, the LPF has contributed to strengthening the EDI culture within FHSCP, supporting a more inclusive, responsive, and forward-thinking workplace.

Promoting the importance of and supporting our staff health and wellbeing.

Supporting managers in handling absences effectively is crucial. To address this, Mentally Healthy Workplace Training has been delivered to over 150 managers and supervisors across the Fife HSCP. This initiative, developed by NHS in collaboration with Healthy Working Lives, equipped leaders with the skills to foster a supportive and mentally healthy work environment. By raising awareness of mental health in the workplace, managers have been better positioned to support their teams and improve overall workforce wellbeing.

The Fife HSCP Wellbeing Oversight Group brought together leaders from NHS Fife, Fife Council, and the third and independent Sectors. This group is dedicated to enhancing employee wellbeing by launching initiatives and projects designed to prevent poor wellbeing and promote a positive working culture. The coordination and facilitation of the Wellbeing Oversight Group have enabled the group to consider and explore key factors

affecting employee wellbeing. This has been highly beneficial to both the group itself, comprising members of the Fife HSCP and employing organisations, and to the wider workforce. One of its major milestones has been the introduction of the 2024-25 Workforce Wellbeing Action Plan, which aligns with Scotland's 'Improving Wellbeing and Working Cultures' strategy.

The plan had been structured around three key principles, known as the '3 Ps':

- Promoted positive wellbeing through proactive workplace initiatives.
- Prevented poor well-being by identifying and mitigating risk factors.
- Provided workforce support through evidence-based programmes and resources.

Efforts have been made within social work and social care services to enhance exit survey processes to better understand why people choose to leave the organisation. High turnover rates in key roles such as home care and care assistants have impacted on staff wellbeing and service delivery. By revising the exit questionnaire and analysing the data from these findings will help inform ways to improve staff retention, enhance induction and supervision processes, and address leadership concerns.

Additionally, a Workplace Stress Survey was conducted with 1,544 respondents. The survey assessed stress factors using the HSE Stress Indicator Tool, evaluating workload, role clarity, relationships, and change management. Insights from the survey will be analysed further to help shape the actions needed to reduce stress, improve wellbeing, and ensure compliance with health and safety regulations.

Key highlights:

- Over 150 managers have been trained in the workplace mental health awareness.
- The 2024-25 Workforce Wellbeing Action Plan launched.
- A pilot exit survey launched to support staff retention.
- A stress survey had been conducted to inform workplace wellbeing priorities.

Ensuring effective engagement with the development of the Yearly Workforce Action Plan.

Strengthening Our Workforce: Year 3 Action Plan and Key Developments

The Year 3 Workforce Action Plan has been developed with input from over 50 contributors across the partnership, ensuring a well-rounded and strategic direction plan. This was shared with the LPF for input and comment before receiving formal assurance from the Integration Joint Board (IJB) on 5 December 2024.

Key reports and initiatives:

The LPF reviewed the Workforce Strategy Year 2 Report and the Workforce Medium-Term Actions Report, highlighting a range of workforce initiatives, including:

- **Implementing the Health and Care (Staffing) (Scotland) Act 2019**
Enacted on 1 April 2024, the Health and Care (Staffing) (Scotland) Act 2019 applies to all health and care staff in Scotland. Several high-priority Year 2 actions have been successfully completed including a self-assessment exercise and robust business continuity plans. The Care Inspectorate inspections confirmed confidence in the services' approaches to implementation.
The Fife HSCP Implementation Group also completed the Care Inspectorate's 'Improve Well'

programme. This initiative focused on workforce risk and commissioning in line with Act duties, informing the structure of a newly launched national post-implementation programme hosted by the Care Inspectorate.

- **Addressing Workforce Recruitment and Retention**

One of the most pressing challenges for Fife Health & Social Care Partnership is attracting and retaining a skilled workforce. Innovative approaches were implemented to ensure we reach the right people through targeted engagement and recruitment efforts.

Key Initiatives:

- **Recruitment events:** Two Care Academy events in Glenrothes and Kirkcaldy drew over 500 attendees, featuring 30 employers across FC, independent, and third-sector care services.
- **Innovative campaigns:** Local radio ads, care home site events, and community engagement initiatives in partnership with Fife Care Academy.
- **Workforce Development Programmes:** The third cohort of the King's Trust 'Getting into Health and Social Care' programme was delivered in 2024, supporting young people aged 16-30. Out of 10 participants, 2 secured employments by the first day, while others gained experience in homecare, adult support, and community services achieving a 90% success securing employment at the programme end.

- **Supporting Workforce Registration and Professional Development**

In June 2024, the Scottish Social Services Council (SSSC) introduced the 'Register for the Future' initiative, streamlining registration and enhancing workforce mobility across the social care sector.

Key changes include:

- **Flexible qualification requirements** to facilitate movement between social care roles.
- **Enhanced continuous professional learning (CPL)** based on role-specific needs.
- **Re-entry pathways** for social workers returning after more than two years away.

To support these regulatory changes, a Regulatory and Professional Bodies Group was established, led by the Principal Social Work Officer. This group has:

- Refreshed role profiles to align with benchmark qualifications.
- Improved data tracking of registrants' registration status and qualification progress.
- Enhanced communication via digital platforms.
- Provided guidance on international recruitment and sponsorship.
- Developed training resources on the Health Care Staffing Act 2019.
- Clarified qualification benchmarks for hiring managers.
- Prepared for the incoming changes with the Disclosure (Scotland) Act 2020

- **Enhancing Digital Recruitment Resources**

The Health & Social Care Partnership website has been updated with a 'Work for Us' section, providing easy access to job opportunities, professional standards, staff stories, and sector news. This ensures both internal and external candidates have up-to-date information on career opportunities within the Fife HSCP.

Key highlights:

- The HSCP Year 3 Workforce Action Plan has been developed with extensive partnership input and is a SMART Plan, formally assured by the IJB.
- The Health and Care (Staffing) (Scotland) Act 2019 was enacted on 1 April 2024, with all high-priority Year 2 actions completed on time.
- Recruitment and retention efforts include innovative campaigns, large-scale events, and workforce development programmes like the Prince's Trust initiative.
- The SSSC's 'Register for the Future' introduced revised regulatory requirements for the social care sector, delivered in collaboration by the Regulatory and Professional Bodies Group.
- The HSCP website has been updated designed and includes an integrated recruitment portal to provide a range of recruitment information across the Partnership.
- The Fife HSCP Wellbeing Oversight Group – close focus on improving employee wellbeing.

Supporting the extension of leadership through the co-design and ongoing delivery of the new Integration Leadership Team across the Partnership.

The Fife HSCP leadership is headed up by the Director.

Reporting to the Director is the Senior Leadership Team (SLT) – heads of service, Chief Finance Officer, Principal Lead for Organisational Development & Culture, Principal Social Work Officer, Strategic Planning & Commissioning Lead, Director of Nursing and Deputy Medical Director.

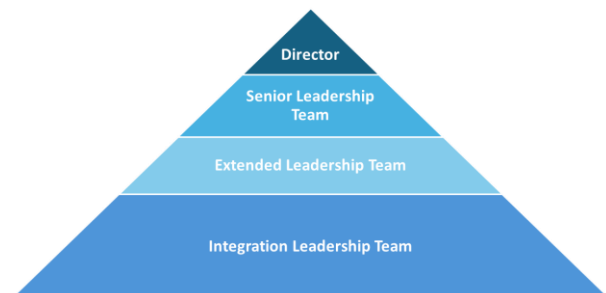
Extended Leadership Team (ELT) are managers who report directly to the Senior Leadership Team along with key stakeholders such as trade union and staff-side reps, human resource colleagues and the leads for third and independent sectors.

The Integration Leadership Team (ILT) expands to the next level of managers as well as representatives from across the third and independent sectors with a focus on improving integration.

Following on from the success of the Integration Leadership Team sessions in 2023/24, two further sessions were held in 2024/25. These sessions brought together approximately 125 managers to discuss how to improve better working together to improve the outcomes for the people of Fife and share ideas and learnings. The LPF played a role in shaping these sessions by supporting the development of key initiatives, ensuring alignment with strategic priorities, and fostering cross-sector collaboration.

These meetings also provided an opportunity to hear from guest speakers and from the SLT on areas of transformation, along with learning more about the services and organisations supporting health and social care in Fife.

An ILT Programme was established, and two groups have now completed the programme with plans already underway for the next cohort of managers. The programme uses Insights Discovery to underpin the sessions. **Insights Discovery** is a psychometric tool based on the psychology of Carl Jung. It helps individuals understand themselves and others better, enhancing communication and teamwork. The tool uses a four-color model to identify different personality styles and preferences:



- **Fiery Red**
- **Sunshine Yellow**
- **Earth Green**
- **Cool Blue**

Each colour representing different traits and strengths. All participants received personal profiles, and workshops to improve workplace relationships and productivity.

In our ILT Leadership programme, Insights Discovery was used in several ways:

- **Self-Awareness:** Leaders gained insights into their own personality styles, strengths, and areas for development. This self-awareness helped them understand how their behaviour impacted others.
- **Team Dynamics:** By understanding the different personality styles within their team, leaders fostered better communication, collaboration, and conflict resolution. This led to more cohesive and effective teams.
- **Tailored Leadership:** Leaders learned to adapt their approach based on the personality styles of their team members. This personalised approach improved motivation and engagement.
- **Common Language:** Insights Discovery provided a common language for discussing personality and behaviour, making it easier to address challenges and provide feedback constructively.
- **Continuous Improvement:** The tool encouraged continuous learning and development, helping Leaders to evolve and adapt their leadership style over time.

The LPF played a crucial role in supporting the development of key initiatives arising from the ILT session and has helped shape strategic priorities and foster collaboration across sectors in support of staff wellbeing. These initiatives include:

- The expansion of trauma-informed training for managers, equipping leaders to support staff wellbeing.
- The development of a structured mentorship programme within the ILT Leadership Programme to enhance peer learning and support.
- Strengthening digital learning resources to align with the Digital Strategy, ensuring accessibility for all staff.
- A focused approach on improving staff engagement, particularly in relation to inclusivity and wellbeing, through cross-sector working groups.

The learnings over the last year will inform how we progress these ILT session in 2025.

Key highlights:

- ILT sessions – Focus on Transformation improving awareness on strategic priorities.
- ILT Leadership Programme: two groups have successfully completed the programme.
- Staff Wellbeing: focus on staff wellbeing and support.
- Supported key initiatives including trauma-informed training, mentorship programmes, digital learning resources, and staff engagement strategies.
- Learning and improvement: Insights gained from ILT sessions will inform future sessions.

Outlook for the year ahead ...

The year ahead presents us with both challenges and opportunities. While financial pressures and the increasing demand for our services remain constant, we are committed to rising to the occasion. Our ageing population in Fife and across Scotland deserves our unwavering dedication. Despite a finite budget and the necessity to balance our resources, we will prioritise sustainability in our finances, workforce, and services.

As we navigate this journey, the LPF will steadfastly place staff at the core of our discussions. We will maintain vigilant oversight of staff governance, attendance, and employer relations, ensuring that our workforce is supported and valued.

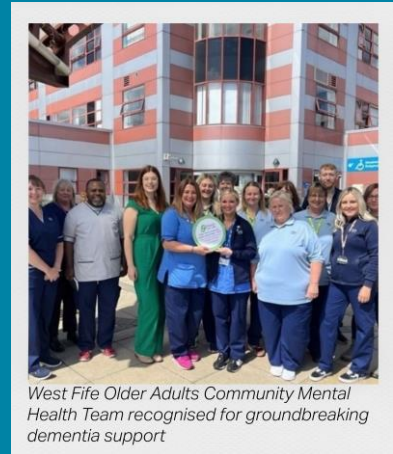
Our commitment to continuous improvement will drive us to enhance the LPF's impact. We will create development spaces for the Forum, fostering innovation and collaboration. By ensuring that the voices of our LPF members are heard and integral to co-designing our future, we will build a resilient and thriving partnership.

Together, we will embrace the transformational work ahead, confident in our ability to overcome obstacles and achieve our goals. Let us move forward with determination and optimism, knowing that our collective efforts will make a lasting difference.

Let's celebrate our staff

There's been a number of staff achievements and team successes over the past year. We're very proud of the workforce here in Fife and want to celebrate and acknowledge Team Fife.

Here's a selection of [photos](#) - great work Team Fife.



Thank you

A heartfelt thank you to all the incredible teams working across the health and social care sector. Your unwavering dedication and the collaborative spirit of Team Fife have been instrumental in delivering exceptional care and support to our most vulnerable community members. Your commitment and hard work are truly inspiring, and we are immensely proud of every one of you.

Every day, you make a profound difference in the lives of those you serve. Your efforts do not go unnoticed, and your impact is immeasurable. Below, we celebrate some of the remarkable achievements and highlights from the past year, showcasing the innovation, skill, and compassion that define our workforce here in Fife.

Together, we are stronger, and together, we will continue to make a lasting difference. Thank you for your extraordinary contributions and for being the heart and soul of our community.