



Strategic Plan 2023 – 2026

Year Three Report (2025)

Contents

Section 1	3
Foreword	3
Executive Summary	4
Introduction	6
Section 2	12
Update on Year Three Delivery Plan (2025)	12
Local - A Fife where we will enable people and communities to thrive.....	12
Sustainable - A Fife where we will ensure services are inclusive and viable.	19
Wellbeing - A Fife where we will support early intervention and prevention.....	27
Outcomes - A Fife where we will promote dignity, equality and independence.	32
Integration - A Fife where we will strengthen collaboration and encourage continuous improvement.	38
Section 3	49
Strategic Plan 2026 – 2029	49
Conclusion.....	50
Appendix.....	51

Further information on strategic planning is available on our website: www.fifehealthandsocialcare.org

Section 1

Foreword

Over the past year, we have worked closely with partners and communities across Fife to advance the Strategic Plan 2023 - 2026 and deliver the key improvements outlined in the Year Three Delivery Plan.

During 2025, we focused on enhancing care quality by investing in service improvements and ensuring services are well-organised, effective, and efficient (**better care**). We addressed health inequalities by promoting healthier lifestyles from early years and encouraging prevention, anticipation, and self-management (**better health**).

Despite rising demand and reduced financial resources, we maximised value by collaborating with partners, including the third and independent sectors, and prioritising resources where they achieve the greatest long-term impact, such as prevention and early intervention (**better value**). This Annual Report 2025 provides an update on the 61 actions in the Year Three Delivery Plan as of January 2026.

As we conclude this strategic planning cycle, I want to extend my sincere thanks to our colleagues, partners, and communities across Fife for their dedication and collaboration. Your commitment has been instrumental in delivering meaningful improvements and shaping services that truly make a difference.

Together, we have navigated challenges and achieved significant progress, and I am confident that the same spirit of partnership will drive us forward as we embark on the next three-year Strategic Plan (2026 – 2029). By continuing to work collectively, we will build on our successes, embrace innovation, and create a future where everyone in Fife can live healthier, more independent lives.

Thank you for your ongoing support - we look forward to achieving even more together in the years ahead.



Vanessa Salmond

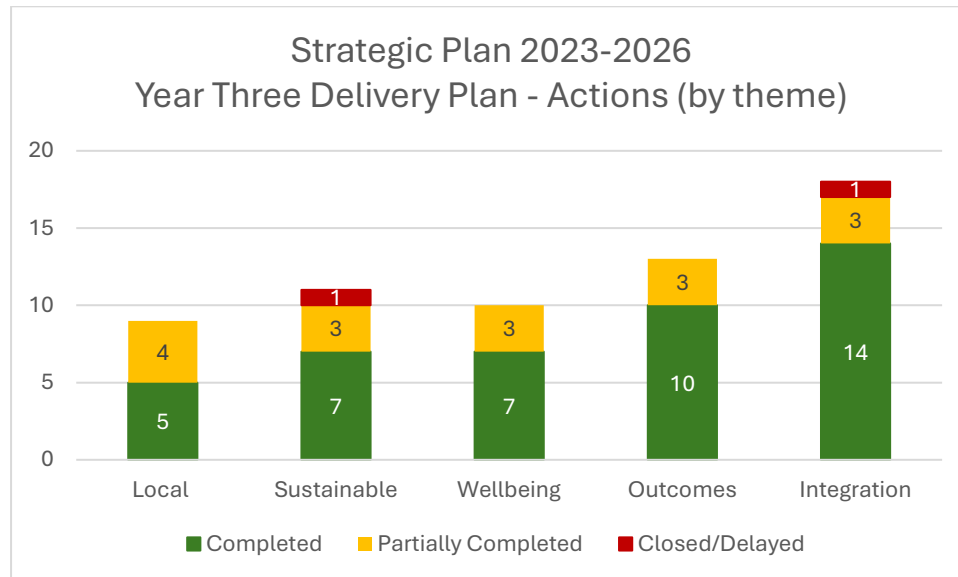
Head of Strategic Planning and Performance

Fife Health and Social Care Partnership

Executive Summary

This Year Three Annual Report (2025) for the Strategic Plan 2023 - 2026, provides an update on the strategic actions that have been successfully delivered over the last year. The report is structured around five key themes: Local, Sustainable, Wellbeing, Outcomes, and Integration, and focuses on personalised care, financial viability, early intervention, equality, and collaboration.

This graph shows the status of the 2025 actions by strategic theme.



This graph includes an update for each of the 61 actions (updated in January 2026).

Green = Completed
Amber = Partially Completed
Red = Closed or Delayed*

*Some actions will be carried forward in 2026, others have been updated or replaced with new, more relevant actions (for example in response to national changes).

Graph 1: The status of strategic actions by each strategic theme.

In summary:

- 43 actions were fully completed (70%)
- 16 actions were partially completed (26%)
- 1 action was closed and 1 action was delayed.

This Year Three Annual Report (2025) introduces the next strategic planning cycle for 2026 - 2029 with three new strategic priorities for Fife:



Prevention

People in Fife have the knowledge, support, and confidence to live healthier, more independent lives, for longer.

Communities

Work together with communities and our partners to support people, carers, and families to enjoy fulfilling, healthy, independent lives, with joined-up care that promotes wellbeing and connection.

Digital

Inclusive and innovative digital care that enhances wellbeing, independence, and connection

Further information is available on our website: www.fifehealthandsocialcare.org

Introduction

Fife Integration Joint Board (IJB) approved the *Strategic Plan for Fife 2023 to 2026* in January 2023. The final version, including and easy read translation, is available on our website: www.fifehealthandsocialcare.org/about-us/publications.

The Strategic Plan is supported by annual delivery plans which set out our programme of work for each year and highlight the improvements we will make to further improve health and social care services in Fife. These delivery plans do not include all of the actions progressed by Fife Health and Social Care Partnership, they include a high-level summary which focusses on the delivery of the strategic priorities identified in the Strategic Plan, and the key priorities of the relevant supporting strategies.

In January 2025, the Year Two Annual Report provided an update on the 77 actions that were planned for 2024. At that time:

- 27 actions were fully completed (35%)
- 46 actions were partially completed (60%)
- 4 actions were not started/delayed/cancelled (5%)

Most of the 46 actions that were partially completed in 2024 were carried forward and completed during 2025. The Year Two Annual Report, along with the Year Three Delivery Plan for 2025, was approved by the IJB in March 2025. These documents are also available on our website: www.fifehealthandsocialcare.org/about-us/publications.



Over the last year Fife has faced a range of complex challenges including financial pressures, workforce shortages, and an increasing demand for services, along with increased complexity of demand. Throughout this we have worked together, providing additional support where required, and signposting to alternative sources of information and advice where relevant. Together, we have developed our whole system approach by building on our existing integrated working of our health and social care teams and our partners.

Our year three activity demonstrates our commitment to providing the best care and support that we can, to support delivery of our vision for all residents in Fife to live healthy and independent lives. We could not do this without the skilled and dedicated health and social care workforce, including our partners in the independent and third sectors.

Key achievements over the last year include:

- The final year of the three-year Fife Suicide Prevention Action Plan has been delivered and an evaluation report detailing the measured impact of the plan has been written. This report is now being progressed through the governance structure and the findings detailed in the report will feed into the next action plan.
- A review has been completed with the involvement of carers and staff who routinely support carers by preparing an Adult Carer Support Plan. The review led to a significant streamlining of the process and reducing the number of sections in the Adult Carer Support Plan from nine to three, and also introduced into the same single process the assessment of eligibility based on the new framework agreed by the Integration Joint Board in early 2025.
- A cocaine and crack cocaine deep dive was completed on prevalence of harm across localities in Fife. An action and delivery plan has been developed aligned to the FAIR Model and Medication-Assisted Treatment (MAT) Standard principles bringing in the voice of lived and living experience. The Cowdenbeath locality KY Club has relocated and refocused on the harm in the area caused by poly substance use.
- A strengthened Logic Model has been developed mapping national independent advocacy outcomes to local advocacy outcomes ensuring that personal outcomes are at the centre of all advocacy provision.
- A Commissioning Consultation was undertaken in 2025, which was supported by the Partnerships Participation and Engagement Team. The consultation reached out to staff within the Partnership, and third and independent sector service providers. Overall, 82% of respondents were aware of the Partnership's Commissioning Strategy and commissioning principles.

Some of the actions originally planned for 2025 have been reviewed and updated, others have been combined or postponed until additional funding or resources are available. Additional information is provided for each action in the Delivery Plan tables in Section 2. One strategic action planned for 2025 was closed and one strategic action was delayed.

Strategy	Reason for change or delay	Changes applied
Commissioning Strategy	The public consultation on the Commissioning Strategy planned for 2025 has not been progressed. This is due to ongoing consultations associated with the refresh of the Partnership’s Strategic Plan for 2026–2029. This approach was taken to avoid any potential confusion and to ensure that full attention is directed towards the Strategic Plan consultation.	Action Closed.
Alcohol and Drug Partnership Strategy	Service redesign within Children's Services to create an earlier intervention and prevention statutory model has caused delays in the recommissioning of the third sector provision. However, this delay has allowed the new model to be tested and to provide valuable information for fuller identification and examination of gaps in provision needed from the third sector partners. The commissioning process will commence during 2026/2027.	Action Delayed.

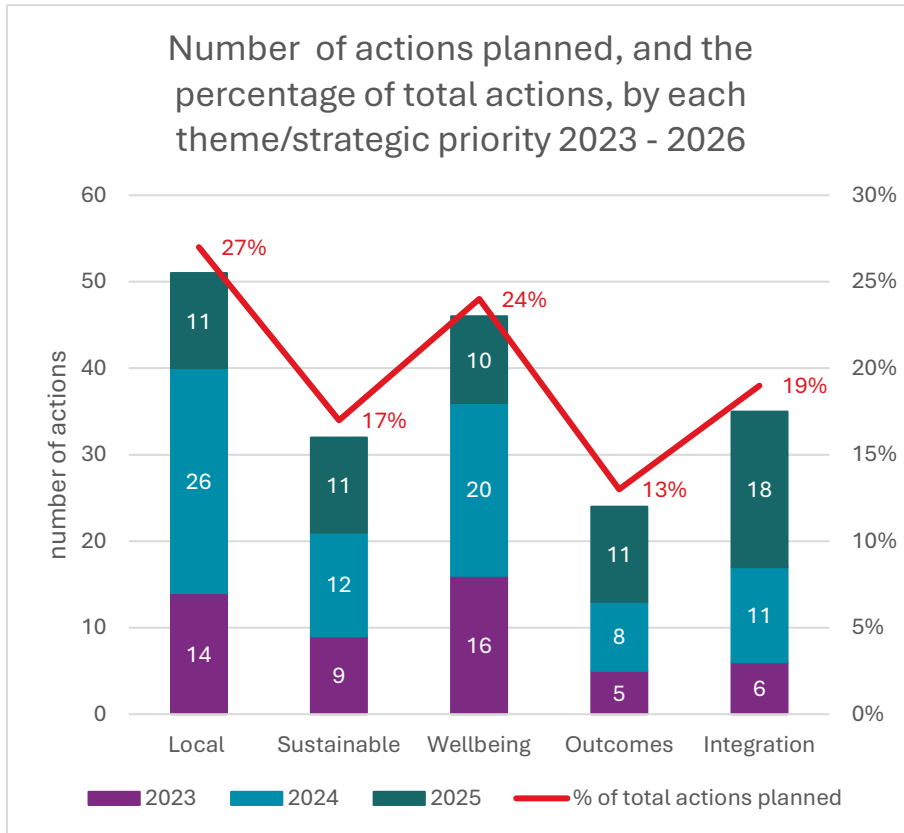


Locality Planning Stakeholder Event – January 2026

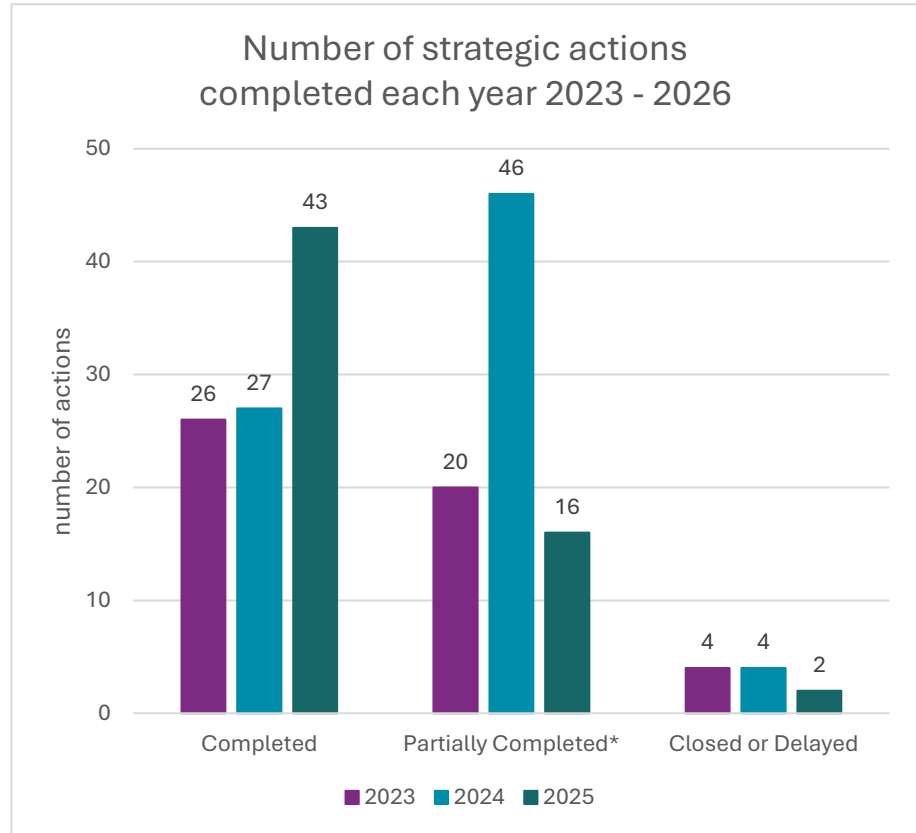


Fife Wide Engagement Forum - July 2025

This Year Three Annual Report provides an update on the 61 new actions that were planned for 2025, the improvements we have delivered, and any activities which are still ongoing. As highlighted below, 16 of these actions are almost completed and will be carried forward into 2026. These graphs provide an overview of the 188 strategic actions planned during 2023 to 2026.



Graph 2: The number of strategic actions planned, as a percentage of the total actions (188), grouped by year and strategic theme.



Graph 3: The number of planned strategic actions that were completed each year during 2023 to 2026.

*Please note - partially completed actions in 2023 and 2024 have been carried forward and completed during the following calendar year.

This table shows the number of strategic actions planned for each year of the Strategic Plan 2023 – 2026, along with the number of actions completed within each calendar year. Partially completed actions in 2023 and 2024 have been carried forward and completed in the next calendar year.

Strategic Plan 2023 - 2026	
Number of strategic actions planned for 2023	50
Number of strategic actions completed during 2023	26 (52%)
Number of strategic actions planned for 2024	77
Number of strategic actions completed during 2024	27 (35%)
Number of strategic actions planned for 2025	61
Number of strategic actions completed during 2025	43 (70%)
Number of strategic actions carried forward to 2026	16



These are some examples of the partially completed actions that will be carried forward into 2026:

- Fife is developing an Aspiring Social Worker initiative to build a sustainable pipeline of qualified professionals. The programme seeks to follow a “grow your own” model, supporting career progression for Social Work Assistants and related roles while fostering a culture of learning and belonging. Development will continue into 2026.
- Phase one of a review of the usability of the Access Therapies Fife (ATF) and Moodcafé - websites which provide information and enable access to digital and group supports for mental health and wellbeing - has been completed. This phase involved a survey of professionals' experience of these sites; Phase Two will involve a survey of service users. The outcomes of this work will inform improvement actions and support the future development of both the ATF and Moodcafé websites.
- The Community Hospitals Review Project is repurposing two community hospital wards and creating two specialist centres, one in Glenrothes Hospital (stroke/neurological rehabilitation) and one in Cameron Hospital (general community rehabilitation). Refurbishment of wards will continue in 2026/2027.

During 2023 to 2026:

12 supporting strategies and plans were approved by the Integration Joint Board

- Advocacy Strategy
- Alcohol and Drug Partnership Strategy
- Carers Strategy
- Childrens Services Plan
- Commissioning Strategy
- Digital Strategy
- Home First Strategy
- Medium Term Financial Strategy
- Mental Health and Wellbeing Strategy
- Prevention and Early Intervention Strategy
- Primary Care Strategy
- Risk Management Strategy

1 plan is currently in development

- Dementia Delivery Plan (aligns to national strategy)

15 meetings of the Strategic Planning Group



we produced 12 Easy Read Translations of our key strategies and progress reports



we published 3 Annual Performance Reports

Section 2

Update on Year Three Delivery Plan (2025)



Local - A Fife where we will enable people and communities to thrive.

- We will work with individuals, local communities, staff, and partners to provide personalised care, by the right person, in the right place, and at the right time.
- We will engage and listen to individuals, local communities, and provide support to more people enabling them to live well at home, or in a homely setting.
- We will maximise opportunities to provide safe, sustainable, and appropriate housing.

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
Carers Strategy All commissioned partners will have been reviewed within a three-year period and reported on their performance in line with Service Level Agreement (SLA) expectations.	Utilise the results of the commissioned providers review that took place in 2024/2025 to underpin a refreshed approach that ensures providers plans are fully connected to our Carers Strategy Delivery Plan for 2025/2026.	Completed. The reviews were completed in Quarter 3 and reported in Quarter 4. This information will be used to plan the commission strategy for carers support in 2026 and beyond.	●
Carers Strategy	Complete the ongoing review to inform the improvement of our	Completed.	●

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
<p>The service to access Adult Carer Support Plans will be easy to access, streamlined, co-ordinated, meaningful and highly regarded by carers.</p>	<p>approach to preparing Adult Carer Support Plans both internally and through commissioned partners. The focus of this work is to ensure all carers who are identified are offered an Adult Carer Support Plan within the recognised timeframe.</p>	<p>A review has been completed with involvement of carers and staff who routinely support carers by preparing an Adult Carer Support Plan. The review led to a significant streamlining of the process and reducing the number of sections in the Adult Carer Support Plan from nine to three, and also introduced into the same single process the assessment of eligibility based on the new framework agreed by the Integration Joint Board in early 2025. Workforce development and now supporting the Principal Social Work Officer to roll out the new approach including new skills development opportunities.</p>	
<p>Carers Strategy Carers will certify, through the carers experience survey, that they have easy access to quality information.</p>	<p>Work with our internal and external partners to continue to raise awareness of the range of supports available to unpaid carers, including the continued development of information that is easily available in accessible formats and in places that carers have asked that it is made available.</p>	<p>Completed. The Carers Experience Survey was once again completed during carers week 2025. While there were small improvements in the perception of carer, we know there is more work to do to raise carers' awareness of the support that is available to them. The recruitment of additional staff to support awareness raising was unsuccessful and latterly was postponed due to the financial recovery measures. We have now</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
		<p>developed an Action Plan and will divert existing internal resources to deliver the Plan. The plan overview was received and agreed by the Carers Strategy Group in December 2025; it will be deployed throughout 2026, and beyond.</p>	
<p>Dementia Delivery Plan People will have access to the information that they need, in a way that is accessible to them, to make informed decisions about their care, treatment, support and housing options.</p>	<p>We will review all of our information to ensure that it is accessible to everyone including all protected characteristics groups. We will review the accessibility of our information to ensure people have equal access and ensure that throughout a person's dementia journey that information is available at each transition stage.</p>	<p>Partially Completed. Development of the NHS Fife Older Adult Mental Health Service Webpage: This utilises accessible information and includes digital formats of information booklets, videos explaining the service, what to expect and giving opportunity to visually see how to get to inpatient wards, clinic space etc. Whilst the website remains in the "Test environment" the service aim to have this fully operational by March 2026. Links to the information will be included in appointment letters as standard.</p> <p>Current deep dive into the post diagnostic support (PDS) process to see what information is being given to patients and at what stage. Feedback gathered from PDS patients recently allocated has provided good benchmarking data</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
		as to the quality and timing of information. And provides opportunity for patient/carer engagement. Tests of change have already been identified, and includes improved use of digital technology, enhanced carers information including joint up approach to third sector and partner agencies.	
<p>Home First Strategy Single Handed Care is the preferred pathway for appropriate patients.</p>	<p>Single Handed Care will be fully implemented in Fife, following successful roll out in the community setting, the community hospitals wards will implement with Queen Margaret Hospital, being the first in Fife to adopt this new model of care with enhanced staff training and specialist equipment. Roll out to remaining hospitals will take place during 2025.</p>	<p>Completed. Full implementation of Single Handed Care in community setting has been completed. Roll out to Queen Margaret Hospital wards partially complete. Single Handed Care remains the preferred pathways for appropriate patients. Roll out to remaining hospitals has been replaced with a SHC assessment as part of the discharge process.</p>	<p style="text-align: center;">●</p>
<p>Home First Strategy Community Rehabilitation and Care model implemented in Fife, complimented by suitable bed-based model and enhanced wrap around in the community.</p>	<p>Community Hospitals Review project to deliver two wards repurposing and frailty/ stroke and neurorehabilitation specialist centres in Fife during 2025.</p>	<p>Partially Completed. First ward in Glenrothes Hospital has been closed in September 2025, whilst refurbishment of wards commenced thereafter. The second ward closure is planned to be closed in February/March 2026.</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
		Refurbishment of wards will continue in 2026/2027 to allow specialist sites to be created as follows: Glenrothes Hospital as stroke/neurological rehabilitation and Cameron Hospital as general community rehabilitation.	
	Continue to commission Red Cross services for further 12 months in line with Home First Strategy, all patients considered for home to assess model rather than progression to assessment bed.	Completed. Red Cross has been commissioned until the end of February 2026 to help transition to a Fife-wide Discharge to Assess model, based on learnings from this initial test of change.	●
	Review of interim care beds to include Short Term Assessment and Rehabilitation model (STAR) and Assessment beds will conclude with the future model of interim beds for Fife, with outcomes to be delivered in 2025.	Partially Completed. The redesigned model for Discharge to Assess will focus on nursing care, with designated units in selected nursing homes providing Assessment Bed placements. In parallel, the ongoing transformation of STAR Beds into Short Stay Placements will continue to meet residential care needs within HSCP-operated care homes. To ensure equitable access across Fife's localities, the proposal recommends establishing dedicated nursing care units within strategically located care homes, aligned with current demand trends.	●

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
		The service will be rebranded as Intermediate Care Placements and will commence in February 2026.	
<p>Mental Health and Wellbeing Strategy People will feel part of mentally healthy, compassionate and supportive families, workplaces and communities.</p>	<p>Make mental health services and supports easier to access by improving community-based mental health services with lessons learned from previous projects that involved people's input.</p>	<p>Partially Completed.</p> <p>The Distress Brief Intervention (DBI) Service, an innovative way of enabling people who are in distress to access support quickly and through new pathways, has been rolled out in our communities and is now being delivered as a substantive service.</p> <p>Community Led Support (CLS) continues to be delivered across all of Fife localities, ensuring people can access the right support at the right time. To improve visibility and accessibility, Wells in Glenrothes, St Andrews and Cowdenbeath have been relocated to more prominent community venues.</p> <p>Referrals to both the Wells and Link Life Fife (LLF) increased from 2024 to 2025, reflecting growing demand and reach:</p> <ul style="list-style-type: none"> • The Well: 2,116 (2024) to 2,726 (2025) • Link Life Fife: 1,717(2024) to 1,980 (2025) 	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
		<p>LLF is currently running a Test of Change with Urgent Care (Out of Hours) from January to April 2026, focused on establishing a new referral pathway to improve access to community-based support. The Test of Change, How Services Work together in North East Fife has been completed. It included a successful networking event which was evaluated extremely highly. We will continue to seek opportunities to improve and strengthen community based mental health services and supports</p>	



Kirkcaldy Urgent Care Centre relocated to Outpatients Department, Victoria Hospital, Kirkcaldy – February 2025



Community Led Support – January 2025

Sustainable - A Fife where we will ensure services are inclusive and viable.

- We will work together to identify unpaid carers within our communities. We will offer, and increase the support available for all carers, including enabling regular breaks for carers, and supporting all models of care.
- We will work with our partners in the third and independent sector to deliver services that are collaborative.
- We will ensure our financial viability is considered in any transformation work identified.

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
<p>Alcohol and Drug Partnership Strategy Children, families and communities affected by substance use are supported.</p>	<p>In partnership with Education and Childrens Services, the Alcohol and Drug Partnership (ADP) recommissioned the whole family support and young people services to improve support for those affected by substance use - either their own use or within their family.</p>	<p>Delayed. Service redesign within Children's Services to create an earlier intervention and prevention statutory model has caused delays in the recommissioning of the third sector provision. However, this delay has allowed the new model to be tested and to provide valuable information for fuller identification and examination of gaps in provision needed from the third sector partners. The commissioning process will commence during 2026/2027.</p>	<p style="text-align: center;">●</p>
<p>Dementia Delivery Plan Increased collection and analysis of qualitative and quantitative data to inform and support service planning and delivery for individuals living with a dementia diagnosis and those who care for them.</p>	<p>Work with our data teams to develop ways to extend and improve the quality of data collected around diagnosis and post diagnostic support (PDS) including the method of PDS offered, chosen and associated qualitative outcomes.</p>	<p>Partially Completed. Ongoing work to enhance the data collection tools and processes within PDS. There has been the successful implementation of standardised processes for referral, allocation and discharge from PDS within NHS Fife via our electronic</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
		patient record. This has enhanced data quality, and national submission data. As this continues to improve and the data sets expand, the Older Adult Mental Health Service will be able to utilise this information to inform future service delivery.	
<p>Mental Health and Wellbeing Strategy People will have access to web-based supports that provide self-administered mental health screening, monitoring of symptoms, coaching on self-care, and digital therapies.</p>	Support new digital tools that help people access therapy, learn about mental health, and connect with others online.	Partially Completed. Phase one of a review of the usability of the Access Therapies Fife (ATF) and Moodcafé - websites which provide information and enable access to digital and group supports for mental health and wellbeing - has been completed. This phase involved a survey of professionals' experience of these sites; Phase Two will involve a survey of service users. The outcomes of this work will inform improvement actions and support the future development of both the ATF and Moodcafé websites.	●
<p>Primary Care Strategy Sustainable, accessible Primary Care Service for all people across Fife.</p>	The strategic priorities for 2025 remain sustainability and quality.	Completed. We are strengthening links into the Locality Groups and GP Clusters across Fife. The Interface Group has been established and continues	●

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
		to develop the connections between primary and secondary care.	
<p>Workforce Strategy The sustainable workforce model is improved by increasing the number of permanent staffing. The cost of supplementary staffing for the Partnership is reduced to support our Medium-Term Financial Strategy.</p>	<p>Develop actions around reducing nursing supplementary staffing, including bank and agency nursing staff usage, and monitor the impact on financial and quality of care through the remaining use of supplementary staffing and reconfiguration of the nursing workforce. (Plan) There are formal ways to 'Attract Back' in Social Care, Social Work, Nursing and Allied Health Professions including:</p> <ul style="list-style-type: none"> • The Scottish Social Services Council (SSSC) has introduced a flexible approach to registrable qualifications utilising benchmark care qualifications to stimulate retention/attraction to work in social care without the need to requalify, instead registrants will complete additional continued professional learning (CPL) topics. 	<p>Completed. The NES Return to Practice (RTP) programme offers two annual intakes in Fife with Glasgow Caledonian University, supported by NHS Fife and Health and Social Care Partnership recruitment sites. The Partnership's Summer School engaged 77 newly qualified nurse practitioners, and a new monthly support programme for Mental Health and Learning Disabilities nursing staff provides teaching, peer support, and reflective practice. All nursing specialties now have agreed access pathways with university partners for Band 4 progression, including Year Two routes at Napier University (Adult and Learning Disabilities) and Abertay University (Mental Health). In social work, the regulator introduced clear re-entry requirements after two years off the Scottish Social Services Council Register, with guidance shared via the Partnership's "Work for Us" page. In 2025, twelve newly qualified social workers completed</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
	<ul style="list-style-type: none"> • Introduction of return to practice requirements for social workers who have been out of practice and off the Scottish Social Services Council Register for more than two years. • In October 2024, the NHS Education for Scotland (NES) Return to Practice (RTP) for Nursing contract was secured by Glasgow Caledonian University for all health boards. There are two intakes per year with Fife. <p>Former Allied Health Professionals returning to practice are guided by national protocols developed by NES and followed in Fife, including a return to practice placement.</p>	<p>the national mandatory programme, bridging academic learning and practice. We also enhanced the Partnership’s website to showcase flexible routes to registerable qualifications, enabling staff mobility between children’s education and social care roles.</p> <p>The Mobilisation Group merged with the Sustainable Nursing Group, which meets monthly to strengthen strategic governance and monitor financial planning using up-to-date data related to supplementary staffing provision.</p>	
<p>Workforce Strategy Health and Social Care students with a mandatory work placement are employed in the partnership and support an increase in applications to study health and social care courses whilst simultaneously supporting staff</p>	<p>Promote and implement the higher education ‘Earn and Learn’ placement model for full time Social Care students to be in employment as part of the college course programme for students starting in the</p>	<p>Completed. Seventeen Fife College students starting HNC and SVQ courses have secured Partnership employment through Earn and Learn, fulfilling course placement requirements. Plans are</p>	●

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
<p>recruitment because of the ability to combine earning and study.</p>	<p>academic year 2025/2026 alongside the continued development and implementation of the 'Life Chances' model. (Attract)</p>	<p>progressing for future intakes in October 2026 to utilise this model. Two Podiatry trainees have completed their first year of hybrid university and work-based learning, with a third trainee planned for 2026.</p> <p>Life Chances, developed by Fife Council, is an inclusive recruitment model tackling socio-economic disadvantage through joint support from the Employability Service. In 2025, the Partnership supported: one Pharmacy Assistant with NHS Fife (Employability Service funded). one individual completing a thirteen-week placement in Adult Support and Accommodation, now a contracted Care Assistant and thirteen places with third sector providers</p>	
<p>Workforce Strategy We increase the number of 16 -24-year-olds securing employment in health and social care. This will be measured against the current workforce data demographics to support a future targeted position for the 2025/28 workforce plans.</p>	<p>Collaborate with education and college partners to develop a youth apprenticeship programme in social care in sufficient numbers directed by the workforce data to mitigate loss of skills aligned to our aging workforce. (Attract)</p>	<p>Completed. EMERGE, a partnership between NHS Fife and Fife College, aims to widen employment access, build an inclusive workforce, and engage priority groups from areas of deprivation. In the pilot involving seven Levenmouth High pupils, 71% successfully completed the year-long course. The second</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
		<p>cohort grew by 46% to fifteen pupils from Levenmouth, Bell Baxter, and Auchmuty High Schools, reflecting rising interest in health and social care careers.</p> <p>The King's Trust 'Get Into' Programme helps young people aged 16–30 move into social care roles. Since its launch in Fife in 2022, the programme has achieved a 90% success rate in supporting participants into employment within the Partnership. In September, fifteen participants gained experience, with ten progressing to full-time employment.</p> <p>Care Apprenticeships launched in January 2025; the refreshed approach focuses on Care Assistant and Home Carer roles. Flexible eighteen-month apprenticeships for ages 16–24 and campaign-based advertising via social media and Opportunities Fife drove an 80% increase in applications, resulting in twenty appointments.</p> <p>Career Ready is a national charity that connects educators and employers to mentor young people. In 2025, five were mentored,</p>	

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
		including one placed at Randolph Wemyss with NHS Fife.	
<p>Workforce Strategy We will be able to evidence an increase of staff upskilling to support service users with higher acuity to be supported in environments that are familiar and with staff known to them. The benefits will be to reduce absence cases caused by stress related causes</p>	Operate an active portfolio review – to ascertain how staff will manage the increased complexity including developing skills to support changing needs and higher acuity or complexity within the community or home/homely setting through Hospital at Home, palliative care, and social care. (Train)	Completed The active portfolio review has been completed, providing staff with access to a broad range of learning opportunities to support professional development. This includes a tiered enteral feeding training programme to upskill staff within adult social care services. In addition, training programmes have been developed to address skills gaps identified across the core and cluster services, focusing on managing complex needs and psychological disorders within a changing client group. This planning was undertaken in collaboration with an NHS Consultant Psychiatrist and the Community Mental Health Team. Up to two hundred training places are available, with the first cohorts underway.	●
<p>Workforce Strategy We have internationally recruited nurses extend their skills to register with the NMC and to achieve parity of training with NHS nurses in a cost-effective way.</p>	Extend the Objective Structured Clinical Examination (OSCE) programme for nurses recruited internationally in independent nursing homes to achieve an OSCE test which is required to practice within the UK before	Completed. Following recent discussions, fifteen independent care homes with nursing provision have expressed interest in adopting the model. These homes will progress with	●

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
	they can register with the NMC. (Train)	NHS Fife under a business-as-usual arrangement.	
<p>Workforce Strategy This becomes a flagship programme for Fife; eventually reaching into colleges, service user groups and the local community. This can place Fife at the forefront and ensure that we understand and proactively respond to our workforce needs, whilst future ensuring that we are actively planning our future workforce needs</p>	<p>Launch a “Pilot Aspiring Social Worker” flagship programme within Fife, which will seek to encourage, inspire, and nurture the next generation of Social Workers within our own workforce, seek to use our own talent amongst our Social Work Assistants, and eventually extending the proposal to the wider Fife community in a “Grow Your Own” scheme. (Train)</p>	<p>Partially Completed. Fife is developing an Aspiring Social Worker initiative to build a sustainable pipeline of qualified professionals. The programme seeks to follow a “grow your own” model, supporting career progression for Social Work Assistants and related roles while fostering a culture of learning and belonging. Development will continue into 2026.</p>	●
<p>Workforce Strategy Our managers will be enabled to understand their role against benchmarked criteria to ensure consistency and readiness of the role. The benefits will be increased retention and improved consistency of information.</p>	<p>Pilot and launch the managers Essential Learning Programme which supports healthcare managers to access essential learning within 100 days ensuring transferable skills across an important area of practice. (Nurture)</p>	<p>Completed. The programme, initially focused on new managers, has expanded to include all managers. It is now fully active and operating as business as usual.</p>	●

Wellbeing - A Fife where we will support early intervention and prevention.

- We will support people to develop and maintain the knowledge to manage their own health conditions, make positive choices, and lead healthier lives.
- We will actively promote opportunities and knowledge in our citizens and staff that support reducing the risk of harms, and give individuals confidence to look after their health, to the best of their abilities.
- We will promote prevention, early intervention, and harm reduction.

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
Alcohol and Drug Partnership Strategy	Implement the whole population for alcohol logic model with partners from Plan for Fife's Community and Wellbeing Partnership.	Completed. The logic model is a two-year plan and is thus not fully completed. The Alcohol and Drug Partnership has engaged with each locality board and has accessed funds to complete Alcohol Brief Intervention Training with care at home workers in areas of high prevalence. Training on a tool to identify harmful drinking has been completed in two GP practices in Glenrothes with wraparound support provided on site by a third sector service. The ADP has fully supported Alcohol Awareness Week, Sober October and Dry January to prevent health harms caused by overconsumption. The logic model will be refreshed as it enters into its second year.	●
Childrens Services Plan	Closing the Equity Gap: Whole Family Wellbeing	Completed.	●

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
<p>Closing the Equity Gap: Sleep Project outcomes</p> <p>Long term:</p> <ul style="list-style-type: none"> • Sleep Advisors will disseminate learning and support colleagues to deliver consistent messages about sleep. • Increase in early intervention support, preventing escalation and crisis. • Whole system approach in the workforce – Sleep is everyone’s business. • National and local support via Sleep Networks (out of scope). • Staff to stay up to date with sleep science and support (out of scope). 	<p>(WFW) Sleep Project outcomes.</p> <p>Short term:</p> <ol style="list-style-type: none"> 1. 500 multiagency Children’s Services staff will have completed Sleep Awareness training delivered by Sleep Action. An additional 12 Sleep Counsellors will be trained. <p>Medium term:</p> <ol style="list-style-type: none"> 1. Increased confidence of the workforce to support sleep. 2. Staff reporting improved sleep knowledge and skills. 	<p>392 staff attended the Sleep Awareness training. The majority of booked participants attended, with a small proportion (22%) unable to take part.</p> <p>12 Sleep Counsellors trained.</p> <p>Evaluation report presents quantitative and qualitative data evidencing improvement and achievement against short, medium and long term aims.</p> <p>Sustainability recommendations communicated.</p>	
<p>Childrens Services Plan Closing the Equity Gap:</p> <ul style="list-style-type: none"> • Communications and information provided by Children’s Health 	<p>Closing the Equity Gap:</p> <ol style="list-style-type: none"> 1. Demonstrate improvements across Children’s Services in relation to compliance 	<p>Partially Completed. Children's Services are demonstrating improvement against priority areas. They are working with communication services and health intelligence to produce a resource for the workforce which</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
<p>Services are clear, inclusive and accessible.</p> <ul style="list-style-type: none"> Children’s Services understand and advocate the specific challenges children and young people with disabilities and their families encounter. Children’s Services workforce is skilled, knowledgeable and connected with a focus on continued development to support children and young people with disabilities and their families. 	<p>with health literacy standards.</p> <ol style="list-style-type: none"> Utilise Fife data and knowledge regarding children & young people with disabilities to increase the profile, understanding and experiences of this population. Agree core training for Children’s Services workforce in relation to effectively supporting children & young people with disabilities. 	<p>will enhance understanding and ability to effectively help, remove or manage the specific challenges children and young people with disabilities and their families encounter.</p> <p>Ongoing progress and work will be aligned to the pending refreshed Fife Children’s Services Partnership Plan 2026 – 2030.</p>	
	<ol style="list-style-type: none"> Complete Whole Family Wellbeing (WFW) projects (1) Lets Connect (2) Sleep. 	Completed	●
<p>Mental Health and Wellbeing Strategy People will feel comfortable talking about their mental health, will not feel alone, and will be able to access opportunities and inclusive services and supports when they need them.</p>	<p>Take focused action to understand and tackle the factors that cause mental health stigma, discrimination, and exclusion, especially for under-represented, minority, vulnerable, or disadvantaged groups.</p>	<p>Completed. An equalities review and report have been completed, findings have been taken into consideration with the development of the recently published Mental Health and Wellbeing Strategy, and where appropriate, will be incorporated in the ongoing improvement of services. The equalities report was</p>	●

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
		<p>drafted in conjunction with extensive engagement for the development of the Mental Health and Wellbeing Strategy and Mental Health and Wellbeing in Primary Care and Community Settings Project.</p> <p>This work will also be an area of focus as we move into the next delivery plan, particularly through the development of the Lived Experience Network, where there will be a strong emphasis on addressing underrepresented and minority groups.</p>	
<p>Prevention and Early Intervention Strategy By promoting preventative care individuals may be able to identify and address health issues before they escalate.</p>	<p>Identify/develop tools and signposting to information so individuals can make informed decisions about their health and wellbeing and actively participate in prevention and early intervention activities.</p>	<p>Completed. Prevention and Early Intervention Communication and Self-management Group Action Plan developed and delivered a range of actions including targeted promotion of the Life Curve tool, Right Care Right Place information and resources, promotion of NHS Inform. Significant progress was made with targeted sessions delivered to key staff groups on Health Literacy tools and techniques, for example Allied</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
		<p>Health Professions, Sexual Health & Blood Borne Virus.</p> <p>Prevention and early intervention development and signposting to tools and information is a rolling programme of work over the three years of Prevention and Early Intervention Strategy Delivery Plan.</p>	



Fife Care Academy Event – March 2025



National Walking Month – May 2025

Outcomes - A Fife where we will promote dignity, equality and independence.

- We will work with partners, staff, local communities, and individuals, to challenge sources and biases towards inequality.
- We will, as appropriate, target specific actions to support communities and individuals most at risk of harm from inequalities.
- We will actively work to improve health and wellbeing outcomes across Fife.

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
<p>Advocacy Strategy We will meet our statutory responsibilities to provide independent advocacy for specific groups of people.</p>	<p>Continue to carry out contract monitoring activity to ensure that the Independent Advocacy Contract is being delivered as per Contract specification and that this continues to meet the ongoing needs of those who require access to independent advocacy support in Fife. This will ensure that NHS Fife, Fife Council and Fife Health and Social Care Partnership continue to meet their statutory obligations.</p>	<p>Completed. Contract monitoring for our third and independent sector partners has been carried out in line Fife Council's Monitoring and Evaluation Framework and Contract Terms and Conditions as appropriate. The monitoring activity has assessed performance against agreed outcomes detailed within each organisations Service Level Agreement/Contract Specification.</p> <p>Each organisation has a Link Officer who provides both formal and informal support to ensure that governance and control mechanisms are in place on an ongoing basis. This ensures that organisations are on track to achieve agreed outcomes and that the Health and Social Care Partnership continue to meet its statutory obligations.</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
<p>Advocacy Strategy More people will be aware of advocacy support available in Fife and how to access this.</p>	<p>Working in partnership with Fife Advocacy Forum, we will support and share awareness raising activity throughout our networks including Fife Advocacy Week which was started in October 2024 and will continue annually.</p>	<p>Completed. The Health and Social Care Partnership Communications Team have worked closely with Fife Advocacy Forum to promote Fife Advocacy Awareness Week. This has been run for the second year in October 2025. The promotion of this event achieved significant visibility across social media platforms and increased public interest, awareness and interaction. The events throughout the week included in person and online events.</p> <p>The Communications Team attended Advocacy Awareness week and have linked with Fife Advocacy Forum to develop a lived experience video about advocacy and what these services mean to individuals.</p> <p>Additional awareness raising activity includes the use of social media channels (Facebook and X (Twitter)) and regular updates on the Fife Advocacy Forum website.</p>	<p style="text-align: center;">●</p>
<p>Advocacy Strategy</p>	<p>Working in partnership with Fife Advocacy Forum, we will</p>	<p>Completed.</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
There will be a model in place for Fife Advocacy Providers to demonstrate the positive impact of independent advocacy.	support the development of the Logic model which will map local and national advocacy outcomes to demonstrate the positive impact that independent advocacy services have in Fife.	A strengthened Logic Model has been developed mapping national independent advocacy outcomes to local advocacy outcomes ensuring that personal outcomes are at the centre of all advocacy provision. This model will continue to develop as new strategic priorities are agreed through the development of the Strategic Plan 2026 - 2029.	
Dementia Delivery Plan People living with dementia will be supported to live well and participate in their community and will feel physically comfortable and safe in their home environment.	We will use a self-assessment tool to benchmark Fife's performance against the national dementia strategy deliverables and thematic priorities and establish our current position. This work will inform the development of an action plan for how we improve services and outcomes for those who are living with dementia in Fife and those who are supporting people living with dementia in Fife.	Partially Completed. The self-assessment exercise has concluded and will be used alongside the participation and engagement feedback to develop the action plan for Fife.	●
Dementia Delivery Plan Increased collection and analysis of qualitative and quantitative data to inform and support service planning and delivery for individuals living with a dementia diagnosis and those who care for them.	Ensure that we gather equalities data to gain an understanding of dementia prevalence rates of those with protected characteristics.	Partially Completed. The electronic patient record (Morse) which is used within NHS Fife Older Adult Mental Health Service provides the opportunity for patients protected characteristics to be recorded and data reports	●

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
		<p>automated. Whilst the service continues to implement processes to support this data collection, completion remains non mandatory therefore there is room for marginal improvement. This is a service priority moving forward.</p>	
<p>Dementia Delivery Plan Increased collection and analysis of qualitative and quantitative data to inform and support service planning and delivery for individuals living with a dementia diagnosis and those who care for them.</p>	<p>Ensure that we are collecting meaningful information on outcomes and the difference that accessing various care and supports services has made for those with a dementia diagnosis and those who care for them.</p>	<p>Partially Completed. Full implementation of the patient feedback mechanisms within post diagnostic support through an enhanced Single Quality Question. NHS Fife have enhanced the suggested once only feedback request at the end of PDS delivery to include a feedback offer at six months, this is to ensure timely identification of any concerns and facilitates an opportunity to implement improvement work where necessary. This along with standardised feedback opportunities for the wider Older Adult Community Mental Health Team allows the service to carefully monitor and assess any potential trends in service delivery that could inform enhanced quality care delivery in a timely way.</p>	<p style="text-align: center;">●</p>
<p>Home First Strategy</p>	<p>A virtual multi-disciplinary team (MDT) will be established</p>	<p>Completed.</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
Redesigned community model of assessment and rehabilitation	between the Community Nursing ANPs team, therapy staff from the Intermediate Care Teams (ICT) and a senior member of the medical team.	Virtual MDT meets weekly to discuss patients, referrals and allocation of patients. Occupational Therapy and Physical Therapy/Physiotherapist element from ICT (now known as Community Rehabilitation Team - CRT) will continue to be involved in regular conversations around how the service is continuing to develop and reviewing of pathways and processes.	
	This MDT will facilitate and support the shift from a clinic-based setting to a community/home-based setting for patients Fife wide ensuring the frailest people can proactively be assessed and treated.	Completed. Criteria for being seen by the team is a frailty score of four or over. For many of these patients they will be assessed and treated at home as they are housebound.	●
Mental Health and Wellbeing Strategy People's quality of life will improve through inclusive, timely access to appropriate high quality mental health information, support and services.	By end of 2025 we will have delivered the final year of the three-year Fife Suicide Prevention Action: <ol style="list-style-type: none"> 1. Suicide prevention activity will be visible across strategies, workstreams and policy areas in Fife. 2. Progress will be made in supporting individuals, 	Completed. The final year of the three-year Fife Suicide Prevention Action Plan has been delivered and an evaluation report detailing the measured impact of the Plan has been written. This report is now being progressed through the governance structure and the findings detailed in the report will feed into the next action plan.	●

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
	<p>communities, and the workforce in Fife to be suicide aware and able to respond to those in need of support.</p> <p>3. There will be increased awareness amongst individuals and families living in Fife who have been affected by suicide of the support available to them.</p> <p>4. Suicide prevention action in Fife will reflect lived experience insight and routinely use data, research and intelligence to inform activity.</p>		
<p>Primary Care Strategy Primary Care Services which ensure a consistent approach to delivery of quality, person centred care working in partnership with health and social care services across Fife.</p>	<p>Communication remains a key enabler, and we will continue to engage across our localities and communities in line with the principles of our communication plan.</p>	<p>Completed. Actively promoting community pharmacies as community anchors, further developing their role in health promotion, prevention, and community wellbeing. Work to enhance public understanding of how NHS dental services are delivered and accessed via a robust communications plan.</p>	<p style="text-align: center;">●</p>

Integration - A Fife where we will strengthen collaboration and encourage continuous improvement.

- We will champion collaboration and continuous improvement, enabling our workforce to be responsive and innovative.
- We will manage our resources effectively to increase the quality of our services and provide them to those individuals and communities most at need.
- We will continue the development of an ambitious, effective, and ethical Partnership.

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
<p>Alcohol and Drug Partnership Strategy Treatment and recovery services are easily accessible and high quality.</p>	<p>Further implement the Medication-Assisted Treatment (MAT) Standards using the FAIR Model and have widened the application of the standards to other aspects of care and support across the Alcohol and Drug Partnership system of care and with key partners as outlined in Standards 6 to 10.</p>	<p>Completed. A cocaine and crack cocaine deep dive was completed on prevalence of harm across localities in Fife. An action and delivery plan has been developed aligned to the FAIR Model and MAT Standard principles bringing in the voice of lived and living experience. The Cowdenbeath locality KY Club has relocated and refocused on the harm in the area caused by poly substance use. A cocaine/crack cocaine summit bringing together the ADP and wider workforce with people experiencing harm from substance use has regenerated delivery models.</p> <p>The Benzodiazepine Clinic with psychological treatment and care embedded (developed by NHS Addictions and NHS Psychology)</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
		<p>has greatly improved the care for people and shown recovery outcomes for these patients. A no wrong referral and allocation meeting led by NHS Addictions has ensured that care is widened to people using all substances and appropriate care is allocated at the first point of contact from the service user, their family or a referring stakeholder organisation. This will include a different clinical model approach examining symptomatic relief for those using substances where medical detox or maintenance are not available or are not enough to support self reduction or abstinence.</p> <p>75% of the ADP workforce are now trained in psychological interventions at the Tier 1 and Tier 2 Level and this is applied across the full system of care for all people accessing services.</p>	
	<p>To have completed implementation of the Residential Rehabilitation. Specifically, to have focused on developing tailored pathways for more of the vulnerable</p>	<p>Partially Completed. Health Improvement Scotland with support from services, people with lived experience and ADP completed an analysis of Fife's access pathway and referral</p>	<p>●</p>

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
	<p>populations, ongoing efforts aim to accurately map the current demand for RR and the specific needs of target groups, such as men and women who use substances, individuals with mental health problems and veterans. Furthermore, an Equality Impact Assessment (EQIA) will be conducted to evaluate the accessibility of these pathways and identify potential barriers, ensuring that RR initiatives are inclusive and effective for all vulnerable groups.</p>	<p>management, assessment and preparatory process, support during placement and aftercare/rehabilitation support post placement. A further forensic pathway walkthrough has been completed by the ADP and Public Health Intelligence Team identifying short and long-term improvements required to improve accessibility of this resource across the care group. This work has included additional pathway development, but further work is now needed on equitable based adaptations and thresholds to support improvements in access and completion of placements. An Equality Impact assessment will be conducted in the final quarter of this year This will include partnership with a wider range of residential rehabilitation providers on the Framework and adaptations to the model for people unable to maintain abstinence prior to attending residential rehabilitation.</p>	
	<p>A communication plan covering annual events and agreed processes to manage ad-hoc alerts. In house re-brand and</p>	<p>Partially Completed. Process to manage drug alerts and dissemination routes are established and supported by an</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
	functional website will be complete whilst providing the bespoke messaging that the ADP require.	Alcohol and Drug Partnership Drug Harm Assessment Group with attendance from key services, NHS, police, public health, Scottish Ambulance Service and living experience. Delays in rebrand and website (further clarification of purpose and function was requested) but this will be achieved in Quarter 4 of 2026/2027.	
Commissioning Strategy We will have a clear understanding of the impact of the Commissioning Strategy 2023 – 2026 and establish how this can be further embedded across Fife HSCP and our partners.	We will conduct and complete a consultation with HSCP staff and our partners in the independent and third sector to measure awareness and understanding of Fife’s Commissioning Strategy and compliance with the Commissioning Principles.	Completed A consultation was undertaken in 2025, which was supported by the Partnerships Participation and Engagement Team The consultation reached out to staff within the HSCP, and third and independent sector service providers. The consultation received 118 respondents participated in the engagement activity. 49 (42%) were internal stakeholders while 69 (58%) were external stakeholders. Overall, 82% of respondents were aware of the strategy and principles.	●
	We will produce an annual report that will capture the	Completed	●

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
	activity completed in years one and two of the Commissioning Strategy along with feedback from the surveys.	The Commissioning Strategy Annual Report was completed and presented to various HSCP meetings and committees and was approved by the IJB in July 2025.	
	We will use the feedback from the surveys to develop an action plan based on key findings and suggested areas of improvement.	Completed The feedback from the consultations, and annual report identified a number of areas for actions. These actions are being progressed by the Commissioning Strategy Working Group, and form part of the strategy Delivery Plan, and will report within the Annual Report for 2026.	●
Commissioning Strategy Contracts and Service Level agreements will be in place as appropriate for all care and support services as detailed on the Procurement Activity tracker and Commissioning Strategy Delivery Plan.	Fife HSCP will work closely with procurement colleagues to complete tender exercises, direct awards, minutes of variation as appropriate in line with the relevant public procurement legislation.	Completed The Partnerships Contracts and Commissioning Team continue to work closely with colleagues from Procurement to undertake and progress all activity and work in relation to tendering and contracting for care services	●
	Service Level Agreements will be reviewed and updated as appropriate and in line with Fife Council's Monitoring and Evaluation Framework.	Completed. All Service Level Agreements have been reviewed.	●
Commissioning Strategy We will have a clear understanding of the impact of the Commissioning	As part of the development of the Commissioning Strategy, we engaged with the public in	Closed. This action has not been progressed due to ongoing	●

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
<p>Strategy 2023 – 2026 on members of the public and establish if members of the public feel that we are commissioning services in line with our vision.</p>	<p>2023. We will conduct and complete a further consultation with the public to measure awareness of the Commissioning Strategy and the extent that the public feel that Fife HSCP are meeting our vision and commissioning principles in the way that we design and deliver social care services and supports.</p>	<p>consultations associated with the refresh of the Partnership’s Strategic Plan for 2026–2029. This approach was taken to avoid any potential confusion and to ensure that full attention is directed towards the strategic plan consultation. It also aims to prevent any additional engagement activities from interfering with or detracting from this priority work.</p>	
	<p>The feedback from public engagement will inform action planning around next steps and areas for improvement. This information will be included in further updates to the Strategic Planning Group.</p>	<p>Completed The feedback from the consultations, and Annual Report identified a number of areas for action. These actions are being progressed by the Commissioning Strategy Working Group, and form part of the strategy Delivery Plan, and will report within the Annual Report for 2026. Any actionable feedback relevant to the Commissioning Strategy from the Strategic Plan 2026 – 2029 consultation will be considered by the Working Group and incorporated into future work planning.</p>	●
<p>Dementia Delivery Plan There will be clear governance structures and reporting routes for all</p>	<p>Review our governance structures and all groups that are in place to support</p>	<p>Completed. The review of governance structures and groups has been</p>	●

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
<p>dementia development and support activity in Fife.</p>	<p>dementia developments in Fife with a view to streamlining these groups to avoid duplication and achieve a clear governance structure where reporting routes are clear.</p>	<p>concluded. The Dementia Strategy Working Group will report to the Mental Health and Wellbeing Strategy Implementation Group (MHWSIG) which has been established with first formal meeting on 15th December 2025.</p>	
<p>Mental Health and Wellbeing Strategy People will receive services and supports which are based on an understanding of their values, needs and experiences.</p>	<p>Use a "no wrong door" approach, meaning no one will be turned away or have their referral rejected. People will always be guided to the right help.</p>	<p>Partially Completed. There is a well-established pathway between the Community Led Support (CLS) Link Worker Service and Primary Care Mental Health Nurses (PCMHNs), ensuring a no-wrong-door approach for people accessing support through Primary Care. Link Workers provide support for non-medical issues that matter to the person, using the Good Conversation approach. Individuals may also be referred to a Link Worker while awaiting a secondary-care appointment or when a health professional identifies that no medical intervention is required.</p> <p>The referral process is straightforward, with Primary Care able to refer via SCI Gateway, MS Forms, or email. Annual development sessions involving</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
		<p>Link Workers and PCMHN Teams, along with regular presentations during Protected Learning Time, help maintain awareness of the CLS referral pathway across the wider Primary Care network.</p> <p>It will not be possible to fully prevent rejected referrals to Mental Health services; however, we will continue to review and improve information to ensure people access services appropriate for their needs. We have supported this by updating FROG (Fife Referral on BLINK) providing clarity to those referring into services to hopefully reduce rejected referrals, which can protract the patient journey. No referral is rejected without clear direction to an appropriate support solution, and letters are now copied to patients as well as referrers with this information ensuring clarity.</p>	
<p>Prevention and Early Intervention Strategy Prevention and early intervention approaches/ interventions become part of routine care across services and organisations.</p>	<p>Design and deliver a communication plan that ensures all stakeholders are well informed and able to lead on the implementation.</p>	<p>Completed. Prevention and Early Intervention Communication and Self-management Group established and met regularly across 2025 developed and delivered a comms and self-management</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
		<p>workplan, for example Prevention and Early Intervention news bulletin distributed monthly.</p> <p>The Communication and Self-Management is a rolling Programme over the three years of the Prevention and Early Intervention Strategy Delivery Plan.</p>	
<p>Prevention and Early Intervention Strategy More knowledgeable and competent workforce that is better equipped to address issues proactively and effectively.</p>	<p>Provision of training and capacity-building opportunities for staff from all agencies to ensure they have the necessary skills and knowledge to apply it to their day-to-day practice.</p>	<p>Completed. Delivery of the Prevention and Early Intervention Training Programme 2025-2026 providing a wide range of training and learning opportunities on core skills, priority key groups, and priority health improvement topics. E-learning, virtual workshops, learning bytes, face to face workshops, webinars, learning hubs.</p> <p>The Prevention and Early Intervention Training Programme 2024-2025 audit and the seven locality training audits have informed gaps and the need for targeted training to support key staff groups at Fife wide and locality level.</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
		Prevention and Early Intervention training and workforce development is a rolling programme of work over the three years of the Prevention and Early Intervention Strategy Delivery Plan.	
<p>Primary Care Strategy Working in partnership with all stakeholders using the resources available to deliver Primary Care Services which are resilient and fit for the future.</p>	We continue to focus on effective workforce planning across all independent contractors applying the guiding principles of attract, recruit, nourish and retain working in partnership with key stakeholders.	<p>Completed. Continue to develop training, portfolio careers and local programmes (e.g. ScotGEM, ScotCOM, Clinical Fellows) to attract and retain GPs. Continued expansion of roles for the multi-disciplinary teams (including physiotherapists, pharmacists and nurses) to improve access and reduce pressure on GPs. The ongoing development of the Workforce Plan for Public Dental Service to support recruitment and retention.</p>	●
<p>Strategic Planning Group The Strategic Plan has delivered transformational change that is person-centred, community based, and effectively uses available resources to support health and well-being improvements for the people of Fife.</p>	Continue to monitor and manage quality and performance updates for the supporting strategies and related delivery plans.	<p>Completed. The Strategic Planning Group (SPG) had five group meetings in 2025. This included reviewing eight updates (Flash Reports) and ten Annual Reports for the Strategic Plan's supporting strategies.</p>	●
	Contribute to the development of the Partnership's Annual	Completed.	●

Where do we want to be in 2026	In 2025, we will:	Update January 2026	RAG Status
	Performance Report 2024 to 2025.	The SPG provided feedback on the Partnership's Annual Performance Report 2024 to 2025 which was approved by the Integration Joint Board in July 2025.	
	Make a lead contribution to the development of the new Strategic Plan 2026 for Fife Health and Social Care Partnership.	Completed. The SPG has been fully involved in the development of the new Strategic Plan (2026-2029), this includes a combination of group meetings, development sessions and one-to-one discussions.	●



The Senior Leadership Team with the Kirkcaldy and Leven Adult and Older Adult Social Work Teams



Additional clinic space opens at St Andrews Community Hospital – September 2025

Section 3

Strategic Plan 2026 – 2029

Our new Strategic Plan 2026 – 2029 sets out what we want to achieve over the next three years and the approach that we will take to deliver better outcomes for people, and to build a stronger, more sustainable future for health and social care in Fife.

The refreshed Plan builds on three years of learning and engagement with communities, staff, and partners. It sets ambitious yet achievable goals, focusing on sustainability through a resilient workforce, efficient services, and responsible resource use. Collaboration across Fife Council, NHS Fife, and third sector partners remains central to success.

While financial pressures and rising demand present challenges, we are committed to financial sustainability, increased integration, and delivering transformational change. Key priorities over the next three years include a greater focus on prevention and early intervention, increased use of community-based services and support, and developing innovative, user-friendly, and accessible digital tools and solutions that people value and trust.

Together, we will ***‘enable the people of Fife to live independent and healthier lives’***.

The Strategic Plan 2026 – 2029, along with an easy read translation, is available on our website: www.fifehealthandsocialcare.org.



Conclusion

Over the last three years, the Strategic Plan 2023–2026 has provided a strong framework for improvement, collaboration, and transformation across health and social care in Fife. Throughout this period, we have learned valuable lessons about what drives meaningful change, and these insights are shaping the way we move forward. A key shift in our approach is the increasing focus on prevention - ensuring that funding, resources, and service redesign are directed towards helping people stay well for longer. Sustainability has also become central to all planning and delivery, recognising the need to balance rising demand with finite resources while continuing to provide high-quality, person-centred support.

The previous strategic planning cycle focused on developing and implementing our specialist supporting strategies. These strategies have been instrumental in driving forward transformation within specific areas such as community care, mental health, prevention and early intervention, and primary care. Together, they have created the foundations for more integrated, sustainable, and forward-looking services, and they continue to underpin the development of our new Strategic Plan for 2026–2029.

Innovation will play a vital role in this next strategic planning cycle. We will continue to expand our use of digital tools and technologies, including emerging innovations such as artificial intelligence, to enhance access, improve efficiency, and support more personalised care. Alongside this, we will strengthen our commitment to locality planning, ensuring that decisions are informed by local needs, priorities, and the lived experiences of communities. This approach is essential to enable more flexible, responsive models of care.

As we look ahead, we will build on these achievements with renewed focus and purpose. By strengthening prevention, investing in sustainability, extending digital innovation, and empowering local communities, we will continue to work together to enable the people of Fife to live healthier, more independent lives.



Appendix

National Health and Wellbeing Outcomes for Health and Social Care		Fife Themes
1	People are able to look after and improve their own health and wellbeing and live in good health for longer.	Local, Sustainable, Wellbeing
2	People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.	Local, Outcomes
3	People who use health and social care services have positive experiences of those services, and have their dignity respected.	Wellbeing
4	Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.	Local, Wellbeing
5	Health and social care services contribute to reducing health inequalities.	Outcomes
6	People who provide unpaid care are supported to look after their own health and well-being, including to reduce any negative impact of their caring role on their own health and well-being.	Sustainable
7	People using health and social care services are safe from harm.	Outcomes
8	People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.	Integration
9	Resources are used effectively and efficiently in the provision of health and social care services.	Sustainable, Integration

Further information is available here: www.gov.scot/publications/national-health-wellbeing-outcomes-framework

Public Health Priorities for Scotland		Fife Themes
1	A Scotland where we live in vibrant, healthy and safe places and communities.	Local, Wellbeing
2	A Scotland where we flourish in our early years.	Local, Wellbeing
3	A Scotland where we have good mental wellbeing.	Wellbeing, Outcomes
4	A Scotland where we reduce the use of and harm from alcohol, tobacco and other drugs.	Outcomes
5	A Scotland where we have a sustainable, inclusive economy with equality of outcomes for all.	Outcomes, Sustainable, Integration
6	A Scotland where we eat well, have a healthy weight and are physically active.	Outcomes

Further information is available here: www.gov.scot/publications/scotlands-public-health-priorities