

**Fife Health  
& Social Care  
Partnership**



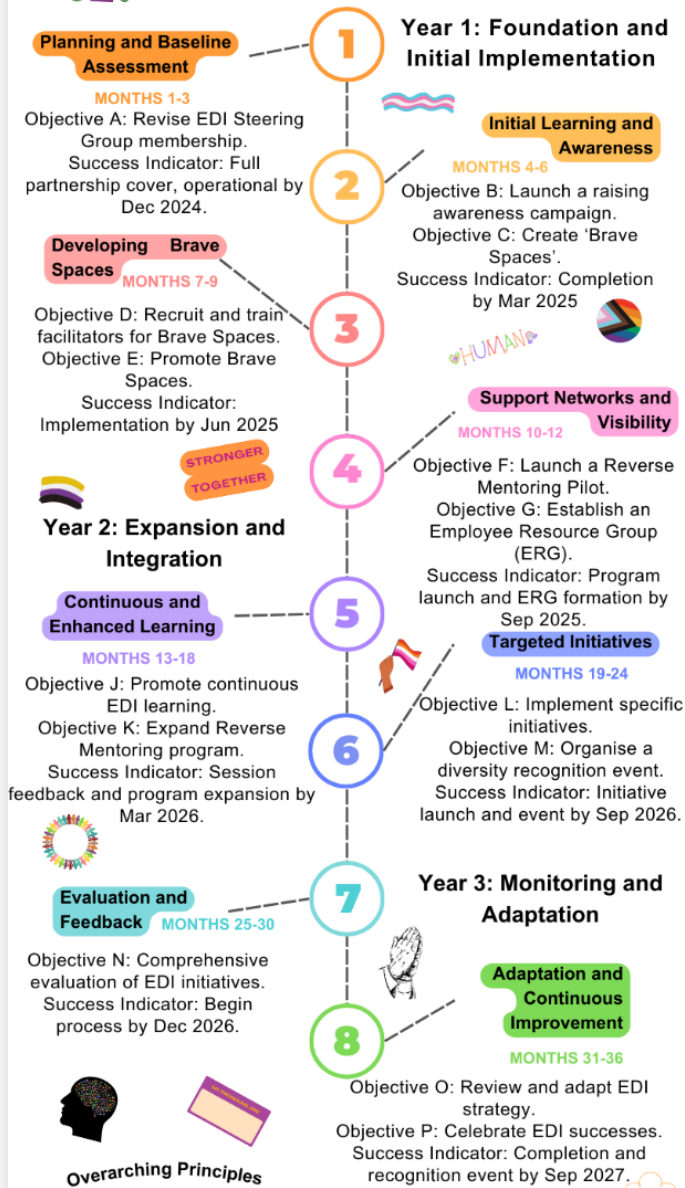
Supporting the people of Fife together

# **Equality, Diversity and Inclusion Action Plan 2024-2027**

An intersectional approach to fostering a culture of belonging



# FIFE HEALTH AND SOCIAL CARE PARTNERSHIP EQUALITY, DIVERSITY, AND INCLUSION (EDI) ACTION PLAN (2024-2027)



## Overarching Principles

1. Foster an inclusive and respectful workplace culture.
2. Promote continuous learning on EDI topics.
3. Establish and maintain 'Brave Spaces' and open dialogue channels.
4. Enhance support networks and resource allocation for EDI initiatives.
5. Ensure effective communication and visibility of EDI efforts.
6. Implement specific initiatives and programs to address diverse needs.
7. Continuously evaluate and adapt EDI initiatives based on feedback.



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# Introduction

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Fife Health and Social Care Partnership is committed to fostering a diverse, equitable, and inclusive environment where every individual feels valued and respected. To achieve this, we have established a set of clear and actionable objectives aimed at enhancing our Equality Diversity and Inclusion (EDI) efforts over the next three years. The goals are designed to create a supportive and inclusive workplace culture, promote ongoing learning and awareness, and ensure our initiatives are effective and responsive to the needs of our workforce. By focusing on these goals, we aim to build a solid foundation for sustained EDI progress and continuous improvement across the whole of Fife Health & Social Care Partnership.

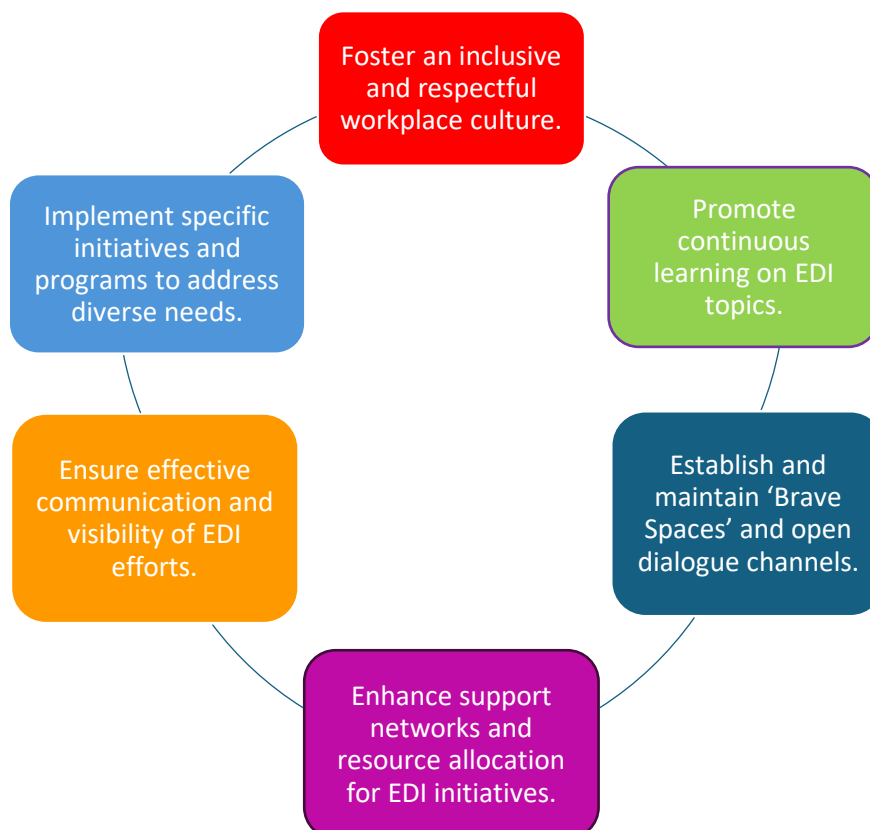
## Background

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The Action Plan has been directly informed by the findings from three sources: the [Staff Open Consultation Equality, Diversity, and Inclusion Report \(January – June 2024\)](#), [Staff Equality, Diversity, and Inclusion Engagement Session Series Key Findings Report February – June 2024](#) and the Fife Centre for Equalities Report (published in July 2024). These findings have been further analysed and synthesised to develop a set of ‘Overarching Principles’ and a series of objectives divided into three annual iterations.

## Overarching Principles

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# Year 1: Foundation and Initial Implementation

## Months 1-3: Planning and Baseline Assessment

**Objective A: Revise the Equality, Diversity, and Inclusion (EDI) Steering Group membership to ensure comprehensive representation from all portfolios and include key decision-makers to effectively promote and integrate EDI principles across the FHSCP.**

### Overarching Principles

1. Foster an inclusive and respectful workplace culture.
4. Enhance support networks and resource allocation for EDI initiatives.

Actions required:	How we will know if it's successful:	Timescale:
Identify any representative gaps within core membership, ensure dedicated EDI representatives from all portfolios are present, who have the necessary authority and commitment to contribute. Recruit new members through internal communications and voluntary sign-ups. Confirm representation from all levels to address diverse needs.	The revised group is established and operational with representatives from varying seniority and portfolios are present.  SLT & LPF agree Group has full Partnership cover.	Complete revised formation by Month 3 - December 2024

## Months 4-6: Initial Learning and Awareness

**Objective B: Address the needs of the workforce by providing timely, relevant, and actionable information through a ‘raising awareness campaign’. The campaign will focus on improving workforce engagement, enhancing job satisfaction, and fostering a positive work environment.**

### Overarching Principles

1. Foster an inclusive and respectful workplace culture.
2. Promote continuous learning on EDI topics.
5. Ensure effective communication and visibility of EDI efforts.
6. Implement specific initiatives and programs to address diverse needs.

Actions required:	How we will know if it's successful:	Timescale:
Produce and publish one campaign across a range of platforms, allowing for a wide reach of viewers, and greater engagement. Research shows that workforce engagement is linked to productivity and job satisfaction.	Actively tracking EDI progress through analytics and capturing workforce feedback. This ensures we continuously adapt and refine our initiatives to stay aligned with our team's needs and perspectives.	Complete by Month 6 - March 2025.

**Objective C: Create ‘Brave Spaces’<sup>1</sup> for our workforce, to enable an environment where individuals can freely voice their ideas, ask questions, and engage in constructive dialogue.**

### Overarching Principles

1. Foster an inclusive and respectful workplace culture.
3. Establish and maintain ‘Brave Spaces’ and open dialogue channels.
4. Enhance support networks and resource allocation for EDI initiatives.

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<sup>1</sup> ‘Brave Spaces’ inspires dialogue, curiosity, accountability and agency. In a Brave Space, we can explore issues by growing and learning together, with people being rewarded for their courage and for taking accountability for their words and actions.

Actions required:	How we will know if it's successful:	Timescale:
Identify non-office venues for open and confidential discussions, utilise available areas within facilities. Provide areas for open and confidential discussions. Use a focus group to vet suitability of venues.	There will be at least approved two spaces established across localities catering for staff in varying locations, with regular sessions timetabled across localities.	Complete setup by the end of Month 6 March 2025.

## Months 7-9: Developing 'Brave Spaces' and Open Dialogue

**Objective D: Recruit and train a team of volunteer facilitators to host 'Brave Space' sessions, where individuals can engage in constructive dialogue.**

### Overarching Principles

1. Foster an inclusive and respectful workplace culture.
3. Establish and maintain 'Brave Spaces' and open dialogue channels.
4. Enhance support networks and resource allocation for EDI initiatives.
6. Implement specific initiatives and programs to address diverse needs.

Actions required:	How we will know if it's successful:	Timescale:
Recruit volunteer facilitators to support the implementation of Brave space sessions. Draft staffing schedule.	Facilitators can describe feeling supported to carry out the tasks and are providing feedback on sessions delivered. Feedback informs design of next series of sessions.	Implement by the end of Month 8- May 2025.
Training pathway designed to support volunteers	Feedback from volunteers endorses training pathway.	



**Objective E: Promote “Brave Spaces” for workforce, nurturing an atmosphere where individuals can freely voice their ideas, ask questions, and engage in constructive dialogue. Encouraging people to step out of their comfort zones, be open, and challenge discriminatory practices.**

### Overarching Principles

1. Foster an inclusive and respectful workplace culture.
3. Establish and maintain ‘Brave Spaces’ and open dialogue channels.
4. Enhance support networks and resource allocation for EDI initiatives.
6. Implement specific initiatives and programs to address diverse needs.

Actions required:	How we will know if it’s successful:	Timescale:
Communicate, launch of sessions through Comms team, Directors Brief, agenda discussion point at portfolio & Professional management teams meets to promote	Colleagues attend sessions timetabled across localities. Measure, evaluate, and report the audience reach using analytic tools to inform future messaging. Capture feedback from volunteers and any staff who use the spaces.	Implement by the end of Month 9- June 2025.

**Objective F: Introduce a Reverse Mentoring<sup>2</sup> Pilot to facilitate knowledge sharing, expand participants' networks, and help create a strong culture where everyone feels they have a support network for growth and connection.**

### Overarching Principles

1. Foster an inclusive and respectful workplace culture.
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5. Ensure effective communication and visibility of EDI efforts.
6. Implement specific initiatives and programs to address diverse needs.

<sup>2</sup> Reverse mentoring is the opposite format of traditional mentoring, where the senior leader is mentored by a more junior employee. Aka, mentoring in reverse. The process recognises that there are skills gaps and opportunities to learn on both sides of a mentoring relationship.

Actions required:	How we will know if it's successful:	Timescale:
<p>Recruit, identify and train mentors to bridge gaps in understanding between diverse levels and groups. Identify areas for mentorship focus for senior &amp; junior staff - Enlist voluntary mentees - match based on needs/focus/interests. Subsequently launch a pilot reverse mentoring program.</p> <p>Steering Group to develop framework programme based on two full consultation reports.</p>	<p>Five mentor-mentee pairs are matched, improving visibility and drive inclusion and equity from operational to leadership colleagues. We will measure, evaluate, and report the impact using evaluation tools to inform any future programmes.</p>	<p>Launch by the end of Month 9 – June 2025.</p>

## Months 10-12: Establishing Support Networks and Visibility

**Objective G: Establish and foster a robust Employee Resource Group (ERG)<sup>3</sup> that enhances visibility and engagement with EDI initiatives, thereby increasing awareness, participation, and the overall impact.**

### Overarching Principles

1. Foster an inclusive and respectful workplace culture.
3. Establish and maintain 'Brave Spaces' and open dialogue channels.
4. Enhance support networks and resource allocation for EDI initiatives.
6. Implement specific initiatives and programs to address diverse needs.

Actions required:	How we will know if it's successful:	Timescale:
<p>Set into place an Employee Resource Group (ERG) where colleagues can meet, network and connect which seeks to promote awareness and participation in EDI initiatives through internal communications.</p>	<p>There is at least one active ERG, enabling colleagues to feel more connected to their peers and to the partnership, we will assess the attendance and seek comments from attendees. Feedback from the group informs further development.</p>	<p>Complete formation by the end of Month 12 – September 2025</p>

<sup>3</sup> ERGs generally are organised based on common identities, interests, or backgrounds with the goal of supporting folks by providing opportunities to network and create a more inclusive workplace.

**Objective H: Following on from delivery of Objective B in Months 4-6 we will further enhance the visibility and awareness of EDI efforts by continuing to use media platforms to effectively promote EDI content, providing timely, relevant, and actionable information ensuring recognition and engagement within FHSCP.**

**Overarching Principles**

1. Foster an inclusive and respectful workplace culture.
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5. Ensure effective communication and visibility of EDI efforts.
6. Implement specific initiatives and programs to address diverse needs.
7. Continuously evaluate and adapt EDI initiatives based on feedback.

Actions required:	How we will know if it’s successful:	Timescale:
Raise awareness of EDI efforts using social media, newsletters, and information boards to promote EDI content, through existing communication channels.	Produced and published two campaigns, with each campaign directly informed by workforce needs. Confirmed with comms team regular segment on Director’s Briefing when all partners are in receipt ensuring maximum reach. We will measure the impact using analytics tools to inform further action.	Begin by Month 10 and continue ongoing – June 2025 onwards.

**Objective I: Evaluate the effectiveness of the collective EDI initiatives to assess progress and identify areas for improvement.**

**Overarching Principles**

1. Foster an inclusive and respectful workplace culture.
2. Promote continuous learning on EDI topics.
4. Enhance support networks and resource allocation for EDI initiatives.
7. Continuously evaluate and adapt EDI initiatives based on feedback.

Actions required:	How we will know if it's successful:	Timescale:
<p>Set up an ongoing process to evaluate our EDI initiatives using quick surveys and feedback forms. Regularly check our progress, pinpoint areas for improvement, and make real-time adjustments to keep our efforts on track. The insights gathered will be shared.</p>	<p>We see consistent improvements in survey responses, quicker identification of issues, and a noticeable positive impact on our EDI goals. Additionally, if we can make timely changes that lead to better engagement and a stronger sense of belonging, it will show that our evaluation process is effective.</p>	<p>Begin by Month 10 and continue ongoing – June 2025 onwards.</p>

# Year 2: Expansion and Integration

## Months 13-18: Continuous and Enhanced Learning

**Objective J: Promote continuous learning within the EDI remit to ensure ongoing professional growth, skill enhancement, and a culture of lifelong learning for all.**

### Overarching Principles

1. Foster an inclusive and respectful workplace culture.
2. Promote continuous learning on EDI topics.
4. Enhance support networks and resource allocation for EDI initiatives.
6. Implement specific initiatives and programs to address diverse needs.

Actions required:	How we will know if it's successful:	Timescale:
<p>Working with field specialists, facilitators and volunteers to co-design and co-deliver a series of content including workshops, seminars, guest speakers' sessions, video and podcasts links focused on areas highlighted through our 2024 consultation series.</p> <p>Content delivered at least quarterly and fully accessible to all our workforce through online and face-to-face options.</p>	<p>Positive feedback on inclusive design approach, topics chosen, and impact of the sessions delivered.</p> <p>Feedback has influenced the second series of sessions planned and future workstreams for EDI learning.</p>	<p>Complete initial sessions by the end of Month 18 – March 2026</p>

**Objective K: Following on from delivery of Objective F in Year One, expand the reverse EDI mentoring programme to facilitate mutual learning and understanding, giving colleagues access to knowledge and lived experiences that could support adapting ways of working to foster a more inclusive and equitable workplace culture. <sup>4</sup>**

### Overarching Principles

1. Foster an inclusive and respectful workplace culture.
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5. Ensure effective communication and visibility of EDI efforts.
6. Implement specific initiatives and programs to address diverse needs.
7. Continuously evaluate and adapt EDI initiatives based on feedback.

Actions required:	How we will know if it's successful:	Timescale:
Following on from the success of the Year One Pilot adjust programme offering based on evaluation results from pilot. Launch established programme to colleagues and increase places on programme by 100%.	10 mentor-mentee pairs are matched, improving visibility and drive inclusion and equity from junior to leadership colleagues. Programme will be evaluated at end of delivery and, learning will be shared through networks.	Complete expansion by the end of Month 18 – March 2026

### Months 19-24: Implementing Specific Initiatives and Enhancing Support

**Objective L: Demonstrate that our EDI work continues to be led by our workforce needs by implementing targeted initiatives that address needs in real-time, ensuring relevant support. Adapt strategies dynamically to respond to evolving workforce requirements and feedback.**

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<sup>4</sup> One of the most significant benefits of mentorship programmes in the context of EDI is their ability to break down barriers, combat unconscious bias and prevent microaggressions. By facilitating meaningful relationships between mentors and mentees from diverse backgrounds, these programmes challenge stereotypes, broaden perspectives, and promote empathy and understanding.

## Overarching Principles

1. Foster an inclusive and respectful workplace culture.
2. Enhance support networks and resource allocation for EDI initiatives.
6. Implement specific initiatives and programs to address diverse needs.
7. Continuously evaluate and adapt EDI initiatives based on feedback.

Actions required:	How we will know if it's successful:	Timescale:
Implement specific and targeted initiatives tailored to address needs of workforce in real-time. Once identified, distinguish needs and resources for initiatives.	At least one targeted initiative will have been developed and implemented. We will collect data to inform future initiatives.	Launch initiative by the end of Month 24 – September 2026

**Objective M: Champion EDI by promoting inclusivity and recognising contributions within the workforce, fostering a culture of equality and appreciation. Enhance organisational commitment to diversity and inclusion through active engagement and acknowledgment of workforce successes.**

## Overarching Principles

1. Foster an inclusive and respectful workplace culture.
4. Enhance support networks and resource allocation for EDI initiatives.
5. Ensure effective communication and visibility of EDI efforts.
6. Implement specific initiatives and programs to address diverse needs.

Actions required:	How we will know if it's successful:	Timescale:
Organise and celebrate diversity through an internal award ceremony. Form dedicated committee to plan and fulfil the event, promoting inclusivity and honouring outstanding contributions.	The award ceremony will highlight the crucial role of the workforce in its planning and delivery, recognising FHSCP members for their contributions to Equality, Diversity, and Inclusion. Their efforts will be celebrated, and the event's impact will be evaluated and shared, inspiring future initiatives across networks.	First event by Month 24 – September 2026

# Year 3: Monitoring and Adaptation

## Months 25-30: Evaluation and Feedback

**Objective N:** Examine the 2024-26 EDI actions to undertake a comprehensive evaluation that goes beyond ongoing assessments, bringing together collective data to identify overarching themes and patterns. In addition, gather workforce feedback to promote inclusivity and ensure continuous improvement of EDI efforts.

### Overarching Principles

1. Foster an inclusive and respectful workplace culture.
2. Promote continuous learning on EDI topics.
4. Enhance support networks and resource allocation for EDI initiatives.
7. Continuously evaluate and adapt EDI initiatives based on feedback.

Actions required:	How we will know if it's successful:	Timescale:
Detailed analysis of all data captured from the launch of the Action Plan. Establish methods of collecting workforce feedback and ideas for inclusivity improvements. Utilise multiple feedback channels.	We'll have gathered workforce insights, analysing the data to reflect diverse perspectives, while additionally evaluating the effectiveness of the collective EDI initiatives since inception. The findings will be detailed in a report submitted to SLT and form the basis of our next action plan.	Begin process by Month 26 December 2026.

## Months 31-36: Adaptation and Continuous Improvement

**Objective O:** As initiatives progress, appraise EDI journey, reviewing efforts with groups and workforce to reinvigorate our long-term approach. Drawing on insights from the EDI Group, facilitators, volunteers, and two years of learning, we're shaping our ambitions for a sustainable and impactful future.



## Overarching Principles

1. Foster an inclusive and respectful workplace culture.
4. Enhance support networks and resource allocation for EDI initiatives.
6. Implement specific initiatives and programs to address diverse needs.
7. Continuously evaluate and adapt EDI initiatives based on feedback.

Actions required:	How we will know if it's successful:	Timescale:
Collaborate with EDI Steering Group and stakeholders to adapt and refine initiatives based on feedback. Use evaluation data to guide recommendations.	Future ambitions and recommendations are based on feedback and evaluation data. Space to pause, reflect, and refresh our approach to EDI has occurred, ensuring it remains relevant and impactful.	Complete adaptations by Month 36. – September 2027

## Objective P: Celebrate successes by recognising contributions and promoting inclusivity. Foster a culture of appreciation and highlight achievements in EDI efforts.

### Overarching Principles

1. Foster an inclusive and respectful workplace culture.
2. Promote continuous learning on EDI topics.
4. Enhance support networks and resource allocation for EDI initiatives.
5. Ensure effective communication and visibility of EDI efforts.
7. Continuously evaluate and adapt EDI initiatives based on feedback.

Actions required:	How we will know if it's successful:	Timescale:
With the input of a dedicated committee, acknowledge contributions and promote inclusivity, through facilitating an event to celebrate EDI achievements and recognise contributions over the last 12 months.	We will have facilitated a recognition event for the workforce	Complete adaptations by Month 36. – September 2027