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ABERDEEN
CITY COUNCIL

To: Councillor Allan, <u>Convener</u>; Councillor Houghton, <u>Vice Convener</u>; and Councillors Cameron, Copland, Delaney, Graham, Hutchison, Macdonald and Reynolds.

<u>Trade Union Advisers</u>: Ron Constable and Carole Thorpe (EIS); Brenda Murdoch and David Willis (GMB); Thomas Whyte and 1 vacancy (SSTA); George Ferguson and Kenny Luke (UNISON); Joe Craig and Mishelle Gray (UNITE); and Rob Stephen and 1 vacancy (VOICE).

Town House,
ABERDEEN, 24 January 2020

STAFF GOVERNANCE COMMITTEE

The Members of the **STAFF GOVERNANCE COMMITTEE** are requested to meet in **Committee Room 2 - Town House** on <u>**MONDAY, 3 FEBRUARY 2020 at 2.00pm.**</u>

FRASER BELL
CHIEF OFFICER - GOVERNANCE

B U S I N E S S

NOTIFICATION OF URGENT BUSINESS

1.1 <u>There are no items at this time</u>

DETERMINATION OF EXEMPT BUSINESS

2.1 <u>There are no items of exempt business</u>

DECLARATIONS OF INTEREST

3.1 <u>Members are requested to declare any interests</u> (Pages 3 - 4)

DEPUTATIONS

4.1 <u>None at this time</u>

MINUTE OF PREVIOUS MEETING

COMMITTEE PLANNER

NOTICES OF MOTION

REFERRALS FROM COUNCIL, COMMITTEES AND SUB COMMITTEES

COUNCIL POLICIES AFFECTING STAFF

HEALTH, SAFETY & WELLBEING OF STAFF

Website Address: www.aberdeencity.gov.uk

Should you require any further information about this agenda, please contact Stephanie Dunsmuir, tel 01224 522503 or email sdunsmuir@aberdeencity.gov.uk

DECLARATIONS OF INTEREST

You must consider at the earliest stage possible whether you have an interest to declare in relation to any matter which is to be considered. You should consider whether reports for meetings raise any issue of declaration of interest. Your declaration of interest must be made under the standing item on the agenda, however if you do identify the need for a declaration of interest only when a particular matter is being discussed then you must declare the interest as soon as you realise it is necessary. The following wording may be helpful for you in making your declaration.

I declare an interest in item (x) for the following reasons ……………

For example, I know the applicant / I am a member of the Board of X / I am employed by…
and I will therefore withdraw from the meeting room during any discussion and voting on that item.

OR

I have considered whether I require to declare an interest in item (x) for the following reasons …………… however, having applied the objective test, I consider that my interest is so remote / insignificant that it does not require me to remove myself from consideration of the item.

OR

I declare an interest in item (x) for the following reasons …………… however I consider that a specific exclusion applies as my interest is as a member of xxxx, which is
- (a)   a devolved public body as defined in Schedule 3 to the Act;
- (b)   a public body established by enactment or in pursuance of statutory powers or by the authority of statute or a statutory scheme;
- (c)   a body with whom there is in force an agreement which has been made in pursuance of Section 19 of the Enterprise and New Towns (Scotland) Act 1990 by Scottish Enterprise or Highlands and Islands Enterprise for the discharge by that body of any of the functions of Scottish Enterprise or, as the case may be, Highlands and Islands Enterprise; or
- (d)   a body being a company:-
  i. established wholly or mainly for the purpose of providing services to the Councillor's local authority; and
  ii. which has entered into a contractual arrangement with that local authority for the supply of goods and/or services to that local authority.

OR

I declare an interest in item (x) for the following reasons……and although the body is covered by a specific exclusion, the matter before the Committee is one that is quasi-judicial / regulatory in nature where the body I am a member of:

- is applying for a licence, a consent or an approval
- is making an objection or representation
- has a material interest concerning a licence consent or approval
- is the subject of a statutory order of a regulatory nature made or proposed to be made by the local authority…. and I will therefore withdraw from the meeting room during any discussion and voting on that item.

STAFF GOVERNANCE COMMITTEE

ABERDEEN, 10 December 2019. Minute of Meeting of the STAFF GOVERNANCE COMMITTEE. Present:- Councillor Allan, Convener; Councillor Houghton, Vice-Convener; and Councillors Cameron, Copland, Greig (as substitute for Councillor Delaney), Hutchison, Laing (as substitute for Councillor Graham), Macdonald and Reynolds.

Trade Union Advisers present:- Ron Constable and Heather Collie (EIS); Brenda Murdoch and David Willis (GMB); Jim Currie (UNISON); Mishelle Gray and Liam Knox (UNITE).

The agenda and reports associated with this minute can be viewed here.

Please note that if any changes are made to this minute at the point of approval, these will be outlined in the subsequent minute and this document will not be retrospectively altered.

DECLARATIONS OF INTEREST

1.   There were no declarations of interest.

MINUTE OF PREVIOUS MEETING OF 1 OCTOBER 2019

2.   The Committee had before it the minute of its previous meeting of 1 October 2019 for approval.

The Committee resolved:-
to approve the minute as a correct record.

COMMITTEE BUSINESS PLANNER

3.   The Committee had before it the committee business planner prepared by the Chief Officer – Governance.

The Committee resolved:-
to note the planner.

LGV DRIVER RETENTION/RECRUITMENT - OPE/19/454

4.   With reference to article 5 of the minute of its meeting of 18 March 2019, the Committee had before it a report by the Chief Operating Officer and the Director of Customer Services which provided an update on progress with LGV driver recruitment

STAFF GOVERNANCE COMMITTEE
10 December 2019

and retention for Waste and Recycling Services and the mitigating actions which were being taken to alleviate the shortage of drivers which had been experienced in late 2018.

The report recommended:-
that Committee note the improvements made in reducing the amount of driver vacancies within the Waste Service and agree that no further action is required at this stage.

The Committee resolved:-
(i)   to request that a service update be circulated in six months to provide information on the position at that time with recruitment and retention; and
(ii)   to approve the recommendation.

GENDER BASED VIOLENCE POLICY - RES/19/420

5.   With reference to article 4 of the minute of its meeting of 3 September 2018, the Committee had before it a report by the Director of Resources which sought approval for the Gender Based Violence Policy, following the UNISON request that the Council explore the merit of producing an employment policy dealing with the effects of violence against women. The report also addressed the previous Committee request to investigate a 'safe leave' provision for employees experiencing domestic abuse.

The report recommended:-
that Committee approve the Gender Based Violence policy attached to the report.

The Committee resolved:-
(i)   to note that managers and staff would be notified of the policy via the Leadership Forum and online information, and that officers would work with the Trade Unions to reach those who did not have IT access, including producing posters to promote the policy; and
(ii)   to approve the recommendation.

CORPORATE HEALTH & SAFETY QUARTERLY UPDATE - JULY TO SEPTEMBER 2019 - GOV/19/418

6.   With reference to article 6 of the minute of its previous meeting, the Committee had before it a report by the Chief Officer – Governance which outlined statistical health and safety performance information for the three month period July to September 2019 in order that the Committee had the opportunity to monitor compliance with health and safety legislation.

The report recommended:-
that Committee scrutinise and review health, safety and wellbeing policy, performance, trends and improvements.

STAFF GOVERNANCE COMMITTEE
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The Committee resolved:-
(i)   to note that officers would investigate the possibility of breaking down the incident information by cluster via the new digitalisation of the figures, and that it was hoped that this would be available for the next report;
(ii)   to note that officers were currently working to try to reinstate the report which had previously been made available in respect of incidents in individual schools; and
(iii)   to otherwise note the health, safety and wellbeing policy, performance, trends and improvements.

EAS SCHEME / OCCUPATIONAL HEALTH / SICKNESS ABSENCE SIX MONTHLY REPORT - RES/19/463

7.   With reference to article 6 of the minute of its meeting of 18 June 2019, the Committee had before it a report which provided an update on the absence days lost from May to October 2019; utilisation of the Employee Assistance Service provided by Time for Talking during April to September 2019; and an overview of actions being taken to support employees who were absent from work.

The report recommended:-
that Committee –
(a)   note the sickness absence figures;
(b)   note the further development of the absence information;
(c)   note the utilisation of the Employee Assistance Programme over the period; and
(d)   endorse the approaches supporting employees who were absent from work.

The Committee resolved:-
(i)   in relation to the number of self-referrals to the Time for Talking service (section 4.8 of the report), to note that officers would provide information outwith the meeting to Members and Trade Union Advisers by way of email as to whether the figures related to employees at work or those who were absent from work; and
(ii)   to approve the recommendations.
- **COUNCILLOR YVONNE ALLAN, <u>Convener</u>**

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	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
1		**STAFF GOVERNANCE COMMITTEE BUSINESS PLANNER** The Business Planner details the reports which have been instructed by the Committee as well as reports which the Functions expect to be submitting for the calendar year.							
3		**03 February 2020**							
4	Risk Register - People and Organisation	To report annually on the cluster risk register		Isla Newcombe	Organisational Development	Resources	GD 7.4		
5	Terms and Conditions	Council Budget 05/03/2019 - to instruct the Chief Officer - Organisational Development to begin negotiations with the Trade Unions relating to locally agreed changes to terms and conditions of employment and to review related policies and procedures and report the proposed changes to the Staff Governance Committee		Isla Newcombe	Organisational Development	Resources	Purpose 3	D	Given the timing of the committee in respect of the budget planning process, it is proposed that a paper is brought following the budget setting meeting, so that there is coherence between decisions taken by Full Council and the scope of the paper for SGC.
6	Asbestos Policy	To seek approval of the Absestos Policy		Colin Leaver	Governance	Governance	3.1		
7	Asbestos Incidents	SGC 01/10/19 - To request that Asbestos Incidents be added as a standing item for three committee cycles, noting that if there were no incidents of this nature, a report would not be required	There are no incidents to report this cycle	Stephen Booth	Corporate Landlord	Resources	Purpose 8		
8	Mental Health Action Plan	SGC 31/01/19 - To note that progress on the implementation of the actions would be reported to Committee in approximately a year's time		Neil Yacamini	Organisational Development	Resources	1.3 and Purpose 8		
9		**30 March 2020**							
10	Asbestos Incidents	SGC 01/10/19 - To request that Asbestos Incidents be added as a standing item for three committee cycles, noting that if there were no incidents of this nature, a report would not be required		Stephen Booth	Corporate Landlord	Resources	Purpose 8		
11	Corporate Health & Safety Quarterly Update	To present the quarterly update for September to December 2019		Colin Leaver	Governance	Governance	4.2		

	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
		A	B	C	D	E	F	G	H	I
12	Policy Review	A standing item to enable presentation of any policies that require to be reviewed and approved by Committee, as a result of the review of policies to ensure that they meet the Guiding Principles	Standing item	Isla Newcombe	Organisational Development	Resources	3.1		
13				**09 June 2020**						
14	Policy Review	A standing item to enable presentation of any policies that require to be reviewed and approved by Committee, as a result of the review of policies to ensure that they meet the Guiding Principles	Standing item	Isla Newcombe	Organisational Development	Resources	3.1		
15	Corporate Health & Safety Quarterly Update	To present the quarterly update for January to March 2020		Colin Leaver	Governance	Governance	4.2		
16	EAS Scheme / Occupational Health / Sickness Absence six monthly report	To present the EAS/OH/sickness absence six monthly report, to include comparator data with previous performance, and to request that officers investigate whether the data included on the average days absent per employee could be broken down further and ideally by cluster in future reports to identify where there might be greater areas of absence		Neil Yacamini	Organisational Development	Resources	4.2		
17	Employee Assistance Scheme Annual Report	To present the annual Employee Assistance Programme Annual report		Neil Yacamini	Organisational Development	Resources	4.2		
18	Annual Committee Effectiveness Report	To present the annual committee effectiveness report		Isla Newcombe	Organisational Development	Resources	GD 7.5		
19				**29 September 2020**						
20	Policy Review	A standing item to enable presentation of any policies that require to be reviewed and approved by Committee, as a result of the review of policies to ensure that they meet the Guiding Principles	Standing item	Isla Newcombe	Organisational Development	Resources	3.1		
21	Corporate Health & Safety Quarterly Update	To present the quarterly update for April to June 2020		Colin Leaver	Governance	Governance	4.2		
22	Internal Recruitment and Internal Movement of Staff	SGC 01/10/19 - To instruct the Chief Officer - Organisational Development to submit an update report on the new approach to internal recruitment and internal movement of staff in one year's time		Isla Newcombe	Organisational Development	Resources	2.1		
23				**24 November 2020**						
24	Policy Review	A standing item to enable presentation of any policies that require to be reviewed and approved by Committee, as a result of the review of policies to ensure that they meet the Guiding Principles	Standing item	Isla Newcombe	Organisational Development	Resources	3.1		

	A	B	C	D	E	F	G	H	I
2	**Report Title**	**Minute Reference/Committee Decision or Purpose of Report**	**Update**	**Report Author**	**Chief Officer**	**Directorate**	**Terms of Reference**	**Delayed or Recommended for removal or transfer, enter either D, R, or T**	**Explanation if delayed, removed or transferred**
25	Corporate Health & Safety Quarterly Update	To present the quarterly update for July to September 2020		Colin Leaver	Governance	Governance	4.2		
26									
27									
28									

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ABERDEEN CITY COUNCIL

COMMITTEE	Staff Governance Committee
DATE	3 February 2020
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Asbestos Policy
REPORT NUMBER	GOV/20/016
CHIEF OFFICER	Fraser Bell
REPORT AUTHOR	Colin Leaver
TERMS OF REFERENCE	3.1, 4.1

1.   **PURPOSE OF REPORT**

1.1   The purpose of this report is to seek approval of the Asbestos Policy.

2.   **RECOMMENDATION**

       That Committee: -

2.1   Approves the Asbestos Policy attached as Appendix A.

3.   **BACKGROUND**

3.1   A revised Asbestos Policy and Asbestos Management Plan provides the framework for all asbestos work in Aberdeen City Council and is essential to achieve compliance corporately in the area of asbestos management.

3.2   The policy clarifies the roles and overarching responsibilities for asbestos management. The Management Plan sits below this and acts as a procedural document which provides greater detail and includes the framework which all Cluster procedures must follow to achieve legal compliance.

3.3   In order to implement these documents Clusters have also reviewed their own asbestos procedures, which now similarly detail the roles and responsibilities of identified officer roles within their Clusters. These procedures are not included in this submission but are listed below to allow this Committee to be aware that all areas have been considered to ensure that Aberdeen City Council

is legally compliant. Together these documents will strengthen controls in this area and allow any compliance failures to be clearly pinpointed and the appropriate remedial actions to be identified and implemented by the responsible officers.

- Design Team Housing and Non-Housing
- Building Services Planned work
- Building Services Emergency Work
- Hard FM Asbestos Duty to Manage
- Hard FM Refurbishment Surveys by Architects
- Asbestos Fly Tipping
- Asbestos Digital and Technology
- Asbestos Removals Procedure Non-Housing
- Facilities Management Cleaning Team
- Asbestos Third-Party Occupiers

These procedures will be available on the ACC intranet to all staff to view.

3.4 Both documents have been created following consultation with Directors, Chief Officers for Corporate Landlord; Capital; Digital and Technology; and Operations and Protective Services and the Trade Unions. The documents were also consulted and drafted with the assistance of the domestic and non-domestic asbestos management officers.

4. FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications from the contents of this report.

5. LEGAL IMPLICATIONS

5.1 This document shall further ensure legal compliance in all areas of construction work, which is undertaken by Aberdeen City Council as required by the Control of Asbestos Regulations 2012. This will be accomplished by detailing in the corporate documents what considerations require to be in place for asbestos management and also, through outlining of roles and responsibilities, this being replicated down through the Cluster procedures.

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Financial	The risk is that continued incidents of asbestos disturbance will continue to result in interventions by the Health and Safety Executive, which	L	Procedural documents drafted to provide distinct roles and responsibilities. relevant asbestos training provided to staff

	could result in penalties being applied under the Health and Safety and Nuclear (Fees) Regulations 2016.		
Legal	The improved delineation of roles and responsibilities will further improve the understanding of managers and employees of what they are required to do regarding the management of work with asbestos. This understanding will reduce the risk of legislation being breached and the resultant potential for regulatory and enforcement action.	L	Documents set out distinct roles and responsibilities.
Employee	N/A		
Customer	N/A		
Environment	N/A		
Technology	N/A		
Reputational	Every significant incident presents the risk of media interest, which can affect the impression of local residents and our service users of Aberdeen City Council.	L	Removal or reduction of incidents will reduce the possibility of the development of media attention

7. OUTCOMES

The proposals in this report have no impact on the LOIP.

Design Principles of Target Operating Model	
	Impact of Report
Governance	The identification of specific officers' roles and responsibilities within the framework documents and the local procedures allows a greater level of accountability to be in place.
Process Design	The review of local procedures allowed a rationalisation of several procedures into a single document. It provided greater clarity on the roles of those areas where the commissioning element occurs and that where the need is for the planning and management of the work.

8. **IMPACT ASSESSMENTS**

Assessment	Outcome
Equality & Human Rights Impact Assessment	Not required
Data Protection Impact Assessment	Not required
Duty of Due Regard / Fairer Scotland Duty	Not applicable

9. **BACKGROUND PAPERS**

   Asbestos Management Policy

10. **APPENDICES**

   Appendix A: Asbestos Policy

11. **REPORT AUTHOR CONTACT DETAILS**

   Name Colin Leaver
   Title   Corporate Health and Safety lead
   Email Address cleaver@aberdeencity.gov.uk
   Tel 01224 523092

Asbestos Health and Safety Policy

Document Control

Approval Date	3rd February 2020
Implementation Date	4th February 2020
Policy Number	ACC-POL-002
Policy Author(s) and Owner	Colin Leaver, Corporate Health and Safety Lead
Approval Authority	Staff Governance Committee
Scheduled Review	Annual
Changes	

Table of Contents

1. Purpose Statement

1.1 The purpose of this Policy is to set out the policy objectives and organisational arrangements in place across The Council ("the Council") for the management of asbestos.

1.2 The Council takes a pro-active approach to managing asbestos throughout both the domestic and commercial property within its estate. This policy and its supporting documentation set out the arrangements for both staff and contractors. The aim is to ensure compliance with all relevant health and safety legislation and to reduce risk of harm to staff, partners and members of the public from exposure to asbestos.

1.3 The procedural arrangements detailing the control measures and work methods outlined in this Policy are set out in the Council's Asbestos Management Plan .

2. Definitions

The following terms and definitions are used within this policy and supporting documentation:

- **ACMs**: Asbestos Containing Materials; any material or substance which contains asbestos.

- **Asbestos**: a group of naturally occurring minerals used in the construction industry prior to 2000, which when inhaled can cause several serious health problems.

- **Asbestos exposure**: When ACM is damaged, it can release a fine dust that contains asbestos fibres. When the dust is breathed in, the asbestos fibres enter the lungs and can gradually damage them over time.

- **Asbestos Management Plan**: this is the supporting procedural document which details how asbestos will be managed in ACC properties and what activities will be engaged to ensure people remain safe from asbestos exposure.

- **Construction Work**: very wide ranging list of activities including the construction, alteration, conversion, fitting out, commissioning, renovation, repair, upkeep, decoration or other maintenance (including cleaning which involves the use of water or an abrasive at high pressure, or the use of corrosive or toxic substances), de-commissioning, demolition or dismantling of a structure, and also including the installation, commissioning, maintenance, repair or removal of mechanical, electrical, gas, compressed air, hydraulic, telecommunications, computer or similar services which are normally fixed within or to a structure.

- **Electronic Asbestos Register**: An up to date record of all asbestos remaining on site containing surveys and relevant asbestos documents.

- **HSE**: The Health and Safety Executive; the UK's Regulator for workplace health and safety.

- **RIDDOR**: The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2015 puts duties on employers, the self-employed and people in control of work premises (the Responsible Person) to report certain serious workplace accidents, occupational diseases and specified dangerous occurrences (near misses).

- **So far as is reasonably practicable**: the level of risk in a particular situation can be balanced against the time, trouble, cost and physical difficulty of taking the measures required to avoid the risk.

3. Application and Scope Statement

3.1   The requirements within this Policy apply to all domestic and commercial premises owned or operated by the Council where asbestos is or may potentially be present. The principles also apply to properties occupied, or worked on, by ACC Staff and representatives in conjunction with the building owner's responsibilities.

3.2   The Council shall manage all asbestos within their properties in line with the requirements of the Control of Asbestos Regulations 2012. This requirement for construction works is the same whether the properties are domestic or non-domestic.

3.3   The management of asbestos is governed by the Control of Asbestos Regulations 2012 (CAR) for all buildings, with the exception of Regulation 4, where the requirements differ between domestic and non-domestic properties. The Council is committed to complying with this legislation to manage the risks from asbestos so far as is reasonably practicable.

3.4   Regulation 4 places an explicit duty to locate, assess and manage the presence and condition of any asbestos-containing materials (ACMs) in non-domestic properties and the communal areas of domestic properties. To allow the Council to manage this effectively an electronic risk register is managed and maintained.

3.5   The 'duty to manage asbestos' requirements of regulation 4 of CAR do not apply to domestic premises. Unlike non-domestic premises there is no duty to survey domestic properties for asbestos, but this must be completed before any works/repairs are undertaken to assess the presence of asbestos and how to deal with it if it exists. The Council maintains a record of these surveys across the domestic estate on the electronic risk register.

3.6   Due to the age and nature of the Council's estate, there is a potential health hazard arising from exposure to asbestos. Many buildings owned by the Council were built or refurbished prior to 2000 and the use of ACM's in their construction was common practice. It is possible that employees could encounter asbestos whilst undertaking work activities. The location of any known ACM's in these premises is recorded in the Council's Electronic Asbestos Register. However not all domestic properties have been surveyed for asbestos due to the high number of properties. However, a percentage of all property types have been surveyed which is an HSE accepted and reasonably practicable method of identifying locations of asbestos within properties.

3.7   It has been established that there is no risk to human health from the presence of asbestos in buildings where it is in good condition, undamaged and left undisturbed. It is only when there is a release of asbestos fibres from products containing asbestos that there is a risk to human health.

3.8   The Council is required to notify HSE of construction works, which meet certain specified criteria before work commences, either under the Control of Asbestos Regulations 2012 and/or those construction projects under the Construction (Design and Management) Regulations 2015, to which the Health and Safety Executive (HSE) can carry out ad hoc visits.

4. Responsibilities

4.1 The Council

As employers the Council has a general duty under health and safety law when carrying out activities that could foreseeably cause harm. The primary duty of care is owed through the employer-employee relationship in which the employer owes a duty of care to ensure that work activities that could result in harm to the employee are assessed and controlled. This duty of care cannot be delegated away; instead each act of delegation must also be accompanied by a realistic and workable system of monitoring or supervision to ensure that the delegated task has been adequately implemented (i.e. the responsibility is not met by giving directions; it is only met when those directions have been confirmed as carried out). The result is a cascade of delegated accountability that runs through the organisation via the line management network as set out below. The level of assurance required that actions have been completed should be commensurate with the risk of the activity.

4.2 Staff Governance Committee

The Staff Governance Committee is responsible for ensuring the effectiveness of the Council's system of health and safety management and as such is the approval authority for this policy.

4.3 Chief Executive

The Chief Executive, as the most senior officer, has overall responsibility for all aspects of the management of asbestos within all premises owned or occupied by the Council. The Chief Executive is responsible for ensuring that adequate resources are in place to meet all statutory requirements and that appropriate policies and procedures are implemented. In practice the Chief Executive would delegate responsibility to Directors for the management of asbestos within their areas of responsibility.

4.4 Directors

Directors hold overall accountability for ensuring that their Functions have procedures developed and in place which ensure that they comply with the overall operation of the Asbestos Policy and Asbestos Management Plan. This includes taking responsibility for breaches within their Functions and ensuring remedial actions are concluded. Where the breach involves a failure of staff to comply with the Asbestos Policy, Asbestos Management Plan and Local Procedures the Directors should consider taking the appropriate actions, e.g. additional training etc. Where the failure is of the local procedures the Directors should take the appropriate steps to address the failings. In practice Directors would delegate responsibility to Chief Officers for the management of asbestos within their areas of responsibility.

4.5 Corporate Landlord

The Corporate Landlord is responsible for managing and implementing the requirements of the Asbestos Policy and Asbestos Management Plan within Council-owned properties. The Corporate Landlord is responsible for ensuring that an effective asbestos management process is produced and maintained for all buildings, including assessment and management of risk and maintenance of an electronic asbestos register (EAR) where required by Regulation 4 of CAR.

4.6 **Chief Officers**

Chief Officers, where relevant, are responsible for ensuring that procedures are drafted in line with the requirements of this Policy for works their Cluster undertakes involving asbestos. They are also responsible for ensuring that all staff and any external contractors employed to undertake work for ACC comply with the requirements of the Asbestos Policy and Management Plan**.**

4.7 **Operations and Resources Functions Management:**

Managers who have responsibility for employees who carry out Construction and Design work for general construction; refurbishment; demolition and maintenance works shall ensure that procedures for this work are drafted in line with the requirements of this policy. They are also responsible for the day to day management and implementation of the Asbestos Policy and Management Plan within their areas of responsibility.

4.8 **Corporate Health and Safety Lead**

The Corporate Health and Safety Lead is responsible for ensuring that the Asbestos Policy is in place and developed and regularly reviewed as required and audited, thereby ensuring safe systems of work are always in place relating to asbestos. They are also required to provide advice and guidance to all levels of management with regards to the requirements of this Policy and the Asbestos Management Plan. They are also required to advise Clusters on local procedures to ensure that they are compliant.

4.9 **Hard FM Manager, Asbestos Management Officer**

The Hard FM Manager and the Asbestos Management Officer, herein knowns as the Asbestos Management Teams, are responsible for producing and maintaining an effective asbestos management process for all buildings, including assessment and management of risk and maintenance of an Electronic Asbestos Register (EAR) where required by Regulation 4 of CAR.

4.10 **Asbestos Surveyors**

The Asbestos Surveyors are employed within the Domestic Asbestos Management Team and support the Domestic Asbestos Management Officer in the day to day activities of managing asbestos.

4.11 **All Staff**

All staff are required to take precautions and reasonable care with regard to their own safety, and health and that of any other person(s) who may be adversely affected by their actions. Staff are required to practice and promote a positive health and safety culture and follow specific guidelines set out in this Policy with regard to safe management of asbestos in relation to Council premises and business.

4.12 Any failure to follow this policy may result in individuals being investigated under the Council's Disciplinary Procedure.

5. Supporting Procedures and Documentation

5.1 This policy document should be read with reference to the Council's Corporate Health and Safety Policy.

5.2   This document should also be read together with the associated Asbestos Management Plan. This Management Plan provides more clarity on the roles and responsibilities of office holders with regards to the management of asbestos within ACC.

6. Policy Statement

6.1   The Council recognises its duty of care and its statutory obligation to effectively manage the presence of ACMs within all its premises. This refers to the general duties of ACC under the Health and Safety at Work etc Act 1974 and specific duties under the Control of Asbestos Regulations 2012 (CAR), in particular Regulation 4, the duty to manage asbestos in non-domestic premises. The Council acknowledges the health hazards arising from exposure to asbestos and will, so far as reasonably practicable, take all measures to prevent the exposure of staff, tenants, school pupils, contractors, or any other persons to airborne asbestos fibres. This will be achieved by:

- The creation, implementation and maintenance of a robust Asbestos Management Plan which includes arrangements for establishing the presence of asbestos in premises covered by this policy and the arrangements for assessment and management of risk associated with any asbestos that is shown or is liable to be present.

- Ensuring that all information on the presence of any known ACMs is disseminated to those who may be affected or are potentially at risk and to freely provide information on request.

- Ensuring all staff to work towards a positive asbestos culture where everybody recognises and understands their responsibilities.

- Ensuring all Council employees who are responsible for managing buildings or departments are aware of the location of asbestos within all areas under their control and that they do not permit anyone to undertake work within their area that is likely to damage any known asbestos or release asbestos fibres into the atmosphere without consulting The Council Asbestos Management Teams for advice.

- Provision of the appropriate level of asbestos education training and equipment for all staff requirements as set out in the Council's Asbestos Management Plan.

- The recording and investigation of all asbestos-related adverse events and near misses will be facilitated through the Council's incident and near miss reporting system. The Asbestos Management Teams will be responsible for subsequent communication of any feedback and lessons learned.

- Materials are presumed to contain asbestos unless there is strong evidence that they do not.

7.   Risk

7.1   The construction work both undertaken by and procured by the Council have the potential to expose employees and contractors to asbestos containing materials if not managed correctly. Exposure to asbestos is known to cause diseases such as mesothelioma and lung cancer, which according to the HSE is the cause of up to 4000 deaths per year. Those suffering from an asbestos-related disease will have inhaled a significant amount of asbestos, sometime in the preceding 15 to 60 years.

Overall Risk to the Council

7.2   The Council is responsible for tens of thousands of construction work activities each year, which have the potential for employees and others to be exposed to asbestos if the risks are not correctly

managed. Any failure to manage asbestos effectively could result in the Council being under the scrutiny of media resulting in reputational damage. Any reported incidents or media exposure could result in investigations from the Regulating Authority, the Health and Safety Executive. These investigations have the potential to result in prosecution and/or fines; and/or financial penalties under the current The Health and Safety and Nuclear (Fees) Regulations 2016.

Risk to individual Functions/Clusters

7.3   Individual Functions/Clusters should assess the work they carry out to identify where their service delivery presents the risk of exposing employees and others to asbestos. Where this risk is identified Directors and Chief Officers should ensure that procedures are put in place, which details the processes, and safe systems of work to prevent exposure to asbestos, including a monitoring process. This will reduce the risk, so far as is reasonably practicable, of exposure to asbestos.

7.4   Each local asbestos procedure will include monitoring of the work and the roles and responsibilities required by the procedure to ensure compliance.

8.   Policy Performance

8.1   The effectiveness of the policy and supporting documentation will be determined by a reduction in, or elimination of, significant asbestos incidents requiring to be reported to the HSE which could damage citizens, staff, assets, finances, reputation or service delivery.

8.2   The Corporate Health and Safety Team will carry out selected audits on local asbestos procedures to monitor that these are being followed and complied with.

8.3   The performance of health and safety and where relevant this policy and associated processes will be reported to the Staff Governance Committee as part of the normal committee reporting process.

9.   Design and Delivery

9.1   The policy implements the governance principles of the Target Operating Model (TOM) by ensuring that responsibilities are allocated to specific roles. This should ensure that asbestos-related work is managed pre-start of work before issues arise and during the entire life of any project.

10.   Housekeeping and Maintenance

10.1   The supporting documentation specified within this policy will be reviewed and updated every three years or when required by changes in legislation.

10.2   Unless otherwise required, this policy will be subject to a planned annual review.

11.   Communication and Distribution

11.1   This policy and supporting documentation will be shared directly with all relevant Clusters contributing to the management and control of asbestos. They will be required to have a process which cascades these documents and local procedures to relevant staff.

11.2   The policy and all supporting documentation will be available for review on the organisation's shared areas on the Intranet.

12. Information Management

12.1 The location of any asbestos containing materials shall be recorded within ACC's electronic asbestos risk register.

12.2 Any significant asbestos incidents which result in HSE intervention shall be reported to the Corporate Management Team (CMT).

ABERDEEN CITY COUNCIL

COMMITTEE	Staff Governance Committee
DATE	3 February 2020
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Cluster Risk Registers
REPORT NUMBER	RES/20/030
DIRECTORS	Steve Whyte
CHIEF OFFICERS	Isla Newcombe
REPORT AUTHOR	Chief Officers
TERMS OF REFERENCE	General 7.4

1. **PURPOSE OF REPORT**

1.1 To present the Cluster Risk Registers and Assurance Maps in accordance with Committee Terms of Reference and to provide assurance on the Council's system of risk management.

2. **RECOMMENDATION**

2.1 That the Committee note the Cluster Risk Registers and Assurance Maps set out in Appendix A.

3. **BACKGROUND**

Committee Roles and Responsibilities

3.1 The Audit, Risk and Scrutiny Committee is responsible for overseeing the system of risk management and for receiving assurance that the Corporate Management Team (CMT) are effectively identifying and managing risks. To this end, it reviews the Council's Corporate Risk Register annually, as well as an annual report on the system of risk management which is included in the Annual Governance Statement.

3.2 The Risk Management Framework states that all other committees should receive assurance on the risk management arrangements which fall within their terms of reference. This is provided through the risk registers for the relevant Clusters which fall within the remit for this Committee. This is:-

- People and Organisation

Risk Registers

3.3   The Corporate Risk Register captures the risks which pose the most significant threat to the achievement of the Council's organisational outcomes and have the potential to cause failure of service delivery.

3.4   The Cluster Risk Register set out in appendix A reflects the risks which may prevent the Cluster from delivering on strategic outcomes.

3.5   Chief Officers and Directors have sought to ensure that Cluster Risk Registers link to organisational outcomes as set out in the LOIP and (where applicable) commissioning intentions within the Corporate Delivery Plan.

3.6   Over the coming twelve months, further work will be done to:-

- Embed the Cluster Risk Register within the organisation's risk management framework.
- Reflect and implement internal audit recommendations on the risk management system.
- Continue to review and improve the development of the Cluster Risk Registers and Assurance Maps.
- Aim to demonstrate clear linkages with the Internal Audit Plan to ensure a risk-based approach to the Council's audit programme.

3.7   The Cluster Risk Register provides the organisation with the detailed information and assessment for each risk identified including;

- **Current risk assessment (score)** – this is initial assessment of the risk by the risk owner prior to the application of any controls, mitigating actions and activities.
- **Residual risk assessment (score)** – this is the assessment of the risk by the risk owner after the application of the controls.
- **Controls** – these are the activities and items that will mitigate the effect of the risk event on the organisation.
- **Control Assessment** – assessment of the controls identified will determine the control assessment. There are three categories of assessment:

  1.   Not effective – less than 50% effective
  2.   Partially effective – between 50% and 99% effective
  3.   Fully effective – 100% effective

- **Risk score** – each risk is assessed using a 4x6 risk matrix as detailed below. The 4 scale represents the impact of the risk and the 6 scale represents the likelihood of the risk event occurring.

Impact	Score						
Very Serious	4	4	8	12	16	20	24
Serious	3	3	6	9	12	15	18
Material	2	2	4	6	8	10	12
Negligible	1	1	2	3	4	5	6
Score		1	2	3	4	5	6

Likelihood

	Almost Impossible	Very Low	Low	Significant	High	Very High

3.8 Development and improvement of the Cluster Risk registers has continued since the Cluster Risk Registers were last reported to Committee:

- Cluster Risk Registers have been reviewed in conjunction with the LOIP and (where applicable) Commissioning Intentions within the Corporate Delivery Plan
- Cluster Risk Registers are regularly reviewed by Risk Owners and Managers
- Assurance Maps have been created and are incorporated into each Cluster Risk Register.

Assurance Maps

3.9 The Assurance Map provides a visual representation of the sources of assurance associated with each Cluster. This evidences the breadth and depth of assurance sources, so that the Committee and Senior Management Teams can determine where these are insufficient, whereas the Cluster Risk Register demonstrates how effectively risk is being managed through the controls which flow out of those sources of assurance.

3.10 The Assurance Map provides a breakdown of the "three lines of defence", the different levels at which risk is managed. Within a large and complex organisation like the Council, risk management takes place in many ways. The Assurance Map is a way of capturing these and categorising them, thus ensuring that any gaps in sources of assurance are identified and addressed:

First Line of Defence "Do-ers"	Second Line of Defence "Helpers"	Third Line of Defence "Checkers"
The control environment; business operations performing day to day risk management activity; owning and managing risk as part of business as usual; these are the business owners, referred to as the "do-ers" of risk management.	Oversight of risk management and ensuring compliance with standards, in our case including ARSC as well as CMT and management teams; setting the policies and procedures against which risk is managed by the do-ers, referred to as the "helpers" of risk management.	Internal and external audit, inspection and regulation, thereby offering independent assurance of the first and second lines of defence, the "do-ers" and "helpers", referred to as the "checkers" of risk management.

4. FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications arising from the recommendations of this report. The report deals with risk to the achievement of strategic outcomes and this process serves to identify controls and assurances that finances are being properly managed.

5. LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising from the recommendations of this report. Cluster Risk Registers serve to manage many risks with implications for the legal position and statutory responsibilities of the Council.

6. MANAGEMENT OF RISK

6.1 The Committee is provided with assurance from the Cluster Risk Registers presented that there are effective controls identified to manage the risks which would prevent achievement of strategic outcomes relevant to its terms of reference. There are no risks arising from the recommendations in the report.

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	There are no direct financial risks attached to this report, financial risks are including in the risk register.	L	Regular budget monitoring and forward planning enables the function to identify and mitigate emerging risks.
Legal	There are no legal risks attached to this report, legal risks are detailed in the risk register.	L	Regular monitoring of the implementation of enacted and anticipated legislation enables the function to identify and mitigate

			emerging risks to keep the risk level low.
Employee	There are no risks associated with this report, the wellbeing of staff is continually considered during the risk assessment process.	L	Mechanisms are in place to identify emerging trends so that risks can be mitigated timeously so that staff wellbeing is supported.
Customer	Risk to effective and full service delivery if risks are not well managed.	L	Maintaining an accurate risk register (which is scrutinised by Elected Members) helps to provide assurance to customers that risks have been considered and appropriate measures are in place to provide contingency arrangements which enable service delivery.
Environment	There are no direct environmental risks attached to this report.	L	Not applicable.
Technology	Risks to systems are identified in the risk register.	L	Effective actions have been taken to mitigate the risks
Reputational	There are no material reputational risks attached to this report although there would be potential for significant reputational damage if a robust risk register did not exist.	L	Scrutiny by Elected Members helps ensure that risks are carefully considered and planned for to help mitigate this risk.

7. OUTCOMES

7.1 Each risk on the Cluster Risk Registers is aligned to one or more of the themes within Local Outcome Improvement Plan.

Design Principles of Target Operating Model	
	Impact of Report
Organisational Design	The completion of Cluster Risk Registers aligned to the interim transitional structure supports the principles of organisational design.
Governance	Reporting to Committees on the Corporate Risk Register and Cluster Risk Registers allows members to scrutinise the system of risk management to help ensure its effectiveness. The registers also provide a tool by which to better manage achievement of our strategic outcomes.
Process Design	In reviewing our risk management processes, there is an opportunity to make sure that the risk to the Council's achievement of the strategic objectives, including those which external organisations and other stakeholders contribute to, is appropriately managed and mitigated.
Technology	It is anticipated that risk registers will be updated using digital methods in the medium term and in the longer term they will become integrated within a wider Assurance Framework.
Partnerships and Alliances	Risks to the delivery of organisational objectives can at times be related to arms-length external organisations. These will be reflected in the appropriate risk register(s). Furthermore, risk is overseen by the Assurance Hub which reports to the Audit, Risk and Scrutiny Committee on a regular basis.

8.   IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Full EHRIA not required
Data Protection Impact Assessment	Not required
Duty of Due Regard / Fairer Scotland Duty	Not applicable

9.   BACKGROUND PAPERS

None

10. APPENDICES

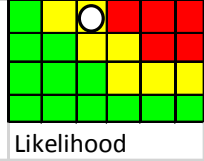Appendix A   Cluster Risk Register – People and Organisation

11. REPORT AUTHOR CONTACT DETAILS

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Appendix A
People and Organisation Cluster
Risk Register

Code	P&O-001	
Definition	Risk to delivery of key services in the event of failures of systems, processes or capabilities	

Potential Impact		Causes	Control Effectiveness		Current Risk Assessment
			Control	Control Assessment	
- Failure to deliver advice and guidance to managers - Breakdown in industrial relations - Mental health, wellbeing and engagement of employees - Legal risk if unable to provide correct guidance to managers - Increased demand on the cluster is not sustainable		- System failure - Lack of robust control measures, e.g. Business Continuity plans - Not maintaining skillset or capabilities - Industrial action	Implementation of robust Business Continuity Plans	Partially Effective	Impact — Likelihood
			Regular meetings and collaborative working with TUs	Fully Effective	
			Cluster demand management	Partially Effective	Very Serious Significant
			Cluster workforce plan	Partially Effective	

Risk Owner	Isla Newcombe	Risk Manager	Ka Kuen Mo	Residual Risk Assessment
Latest Note	Reviewed at January P&O SMT meeting		9 January 2020	Impact — Likelihood
				Very serious Low

Assurance Map

Risk Reference	Risk Description and Score	First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
P&O-001	**People and Organisation**	• Risk assessments • Monitoring of casework data • Skills audits used to build training requirements and programmes of development • Managers' completing Performance Review and Development • Regular monitoring of peripheral staff • Absence reporting • Staff related procedures flowing from policies • Workforce Development Plan including training and development • Capability Framework implementing Guiding Principles • Leadership Forum	• Performance reports to Staff Governance Committee • Corporate Management Team (CMT) Stewardship undertakes monthly review of workforce for the future risk • Senior Management Team (SMT) undertakes review of Cluster Operational Risk Register • Staff related policies and procedures • Strategic Workforce Plan • Data Protection processes • Consultation and legislative tracker to horizon scan for changes in the law • Audit, Risk and Scrutiny Committee oversight of risk management system	• COSLA – national negotiating body via SJC and SNCT. • Scottish Government – checking compliance with national initiatives e.g. Early Years Expansion, Pupil Equity Fund • Chartered Institute of Personnel Development (CIPD) / ACAS-- professional bodies available for benchmarking / best practice advice and guidance • Society of Personnel and Development Scotland (SPDS) – professional body available for benchmarking / best practice advice and guidance and links into COSLA • Internal Audit Plan approved and overseen by Audit, Risk and Scrutiny Committee covering workforce related matters such as VSER • Her Majesty's Inspectorate of Education (HMiE) reports – use a sampling strategy for inspections across school leadership and learning and teaching • GTC/SSSC- set out registration requirements for specific parts of the workforce • Employer Accreditations including Quality of Working lives, IIYP, Disability

			Confident, Armed Forces Covenant
			• Benchmarking through Local Government Benchmarking forum (LGBF) measuring indicators such of cost of HR gender profile and workforce profile across all 32 Local Authorities

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Risk Reference	Risk Description and Score	First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
P&O-001	**People and Organisation**	• Risk assessments • Monitoring of casework data • Skills audits used to build training requirements and programmes of development • Managers' completing Performance Review and Development • Regular monitoring of peripheral staff • Absence reporting • Staff related procedures flowing from policies • Workforce Development Plan including training and development • Capability Framework implementing Guiding Principles • Leadership Forum	• Performance reports to Staff Governance Committee • Corporate Management Team (CMT) Stewardship undertakes monthly review of workforce for the future risk • Senior Management Team (SMT) undertakes review of Cluster Operational Risk Register • Staff related policies and procedures • Strategic Workforce Plan • Data Protection processes • Consultation and legislative tracker to horizon scan for changes in the law • Audit, Risk and Scrutiny Committee oversight of risk management system	• COSLA – national negotiating body via SJC and SNCT. • Scottish Government – checking compliance with national initiatives e.g. Early Years Expansion, Pupil Equity Fund • Chartered Institute of Personnel Development (CIPD) / ACAS-- professional bodies available for benchmarking / best practice advice and guidance • Society of Personnel and Development Scotland (SPDS) – professional body available for benchmarking / best practice advice and guidance and links into COSLA • Internal Audit Plan approved and overseen by Audit, Risk and Scrutiny Committee covering workforce related matters such as VSER • Her Majesty's Inspectorate of Education (HMiE) reports – use a sampling strategy for inspections across school leadership and learning and teaching • GTC/SSSC- set out registration requirements for specific parts of the workforce • Employer Accreditations including

			Quality of Working lives, IIYP, Disability Confident, Armed Forces Covenant • Benchmarking through Local Government Benchmarking forum (LGBF) measuring indicators such of cost of HR gender profile and workforce profile across all 32 Local Authorities

ABERDEEN CITY COUNCIL

COMMITTEE	Staff Governance
DATE	3 February 2020
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Employee Mental Health Action Plan - Annual Progress Update
REPORT NUMBER	RES/20/031
DIRECTOR	Steven Whyte
CHIEF OFFICER	Isla Newcombe
REPORT AUTHOR	Neil Yacamini
TERMS OF REFERENCE	Purpose of Committee 1 Remit of Committee 1.3

1. **PURPOSE OF REPORT**

1.1   The purpose of this report is to provide an update in relation to the employee mental health action plan which was approved by Staff Governance Committee on 31st January 2019 with an instruction to report back on progress.

2. **RECOMMENDATION**

That the Committee: -

2.1   notes the actions carried out so far to address and support positive employee mental health; and
2.2   approves the continuing work outlined to address and improve the same.

3.   **BACKGROUND**

3.1   A report to the Staff Governance Committee on 31 January 2019 outlined the actions which would be undertaken in Aberdeen City Councils mental health action plan.

3.2   The Mental Health Action Plan was approved at Staff Governance Committee in January 2019 **(See Appendix 1)** and is linked to the Wellbeing Plan. It shows the organisations commitment and intent on key theme areas (as per the diagram below) to support a mentally healthy workplace. It is based on good

practice as outlined in the links under 'background papers' at 11 below; including Advisory Conciliation and Arbitration Service (ACAS) guidance and the independent review of mental health and employers undertaken by Stevenson and Farmer entitled 'Thriving at Work'.

A working group was formed which includes staff members with a passion and interest in improving workplace mental health alongside members of the People and Organisation team.

3.3   The plan is owned and monitored by People and Organisation, who ensure that the actions are progressed and that it will be ongoing and refreshed annually. Data relating to employee absence including psychological reasons will also continue to be reported to the Staff Governance Committee for monitoring to determine the effectiveness of the measures in the plan in addressing and improving employee absence.

4.   WHAT'S BEEN DELIVERED

4.1   Appendix 1 shows the progress which has been made against all actions in the Mental Health Action Plan. Key achievements arising from the plan are outlined below.

4.2   **Mental Health Awareness Week**

4.2.1 To mark World Mental Health Day 2019 which focussed on suicide prevention this year, we ran our inaugural Mental Health Awareness Week between Monday 7 and Friday 11 October 2019.

4.2.2 The week was established to highlight the value that we place on our employees mental health to reduce stigma and in creating a culture where employees can

talk about mental health. It was developed in partnership with our colleagues in the NHS, Aberdeen Health and Social Care Partnership and 3rd sector.

4.2.3 Sessions were attended by approximately 280 members of staff at 28 different locations across the City covering a wide variety of mental health topics ranging from suicide prevention training, talks from service professionals and individuals on their personal journeys and relaxation and meditation classes.

4.2.4 A breakdown of attendance at the events can be seen below.
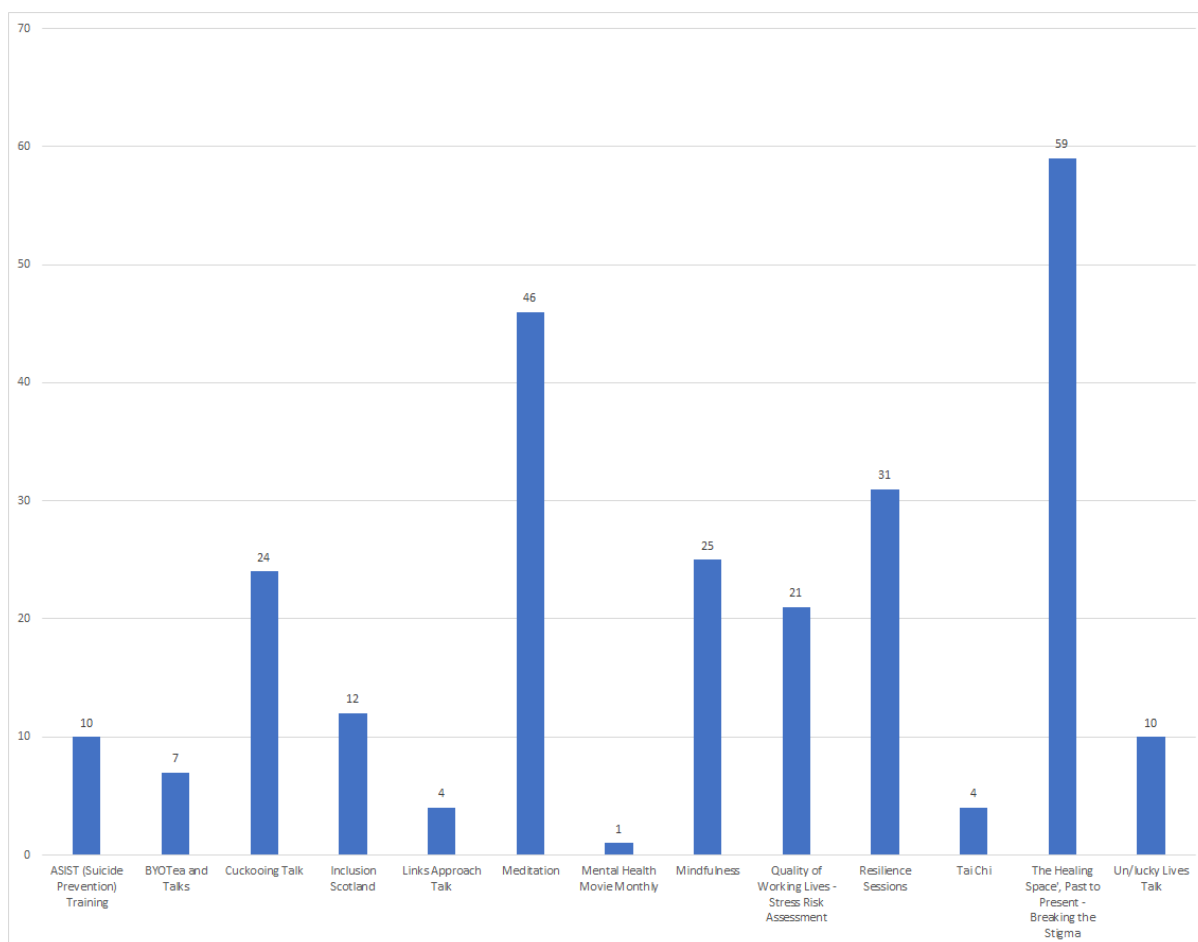
4.2.5 The event committee also conducted roadshows and brought a virtual bus tour to another 11 external premises and depots including schools to ensure as many staff as possible had an opportunity to find more information about support that is available.

- West Tullos Depot (Roads)
- Kittybrewster Depot
- Len Ironside Centre
- Harlaw Academy
- Dyce Academy
- St Machar Academy
- Altens East Depot
- Duthie Park
- Bucksburn Academy

- Aberdeen Grammar School
- Oldmachar Academy

4.3 **Mental Health First Aid Network**

4.3.1 Mental Health First Aiders (MHFA) act as a trained point of contact for employees who require support and provide guidance on resources available. They are all trained volunteers, independent of Line Management and offer support confidentially.

Personnel Today (an HR reference website on employment law and best HR practice) identifies the potential benefits of having Mental Health First Aiders as being:-

- First line support to individuals experiencing a problem.
- Spotting the early signs of a mental health problem potentially prevent someone from hurting themselves or others.
- Helping to stop a mental illness from becoming worse.
- Helping someone recover faster from periods of mental ill-health

4.3.2 Mental Health First Aiders are required to be interviewed about the role and provide references. Following the Mental Health First Aid training which is provided by the North East of Scotland College they are provided with support from the Mental Health Co-ordinator and there is a mechanism in place to capture interactions with employees anonymously. This information is utilised to ensure the effectiveness of the Service and provide any relevant additional training to the Mental Health First Aiders.

4.3.3 Trade Union Colleagues continue to play an active role in the area of Mental Health and have been supportive in the implementation of Mental Health First Aiders. Regular meetings have been established to look at the issue of Mental Health in the workplace and identify areas where we can collaborate for improved outcomes.

4.3.4 Communication is being cascaded across the organisation and employees will be able to find MHFA contact details physically alongside First Aider contact details in the workplace. A full list of all Mental Health First Aiders will be available on our Mental Health and Wellbeing pages.

4.3.5 A service recording tool has been created to record the interactions of MHFA's with employees who are accessing the service. This will allow us to make sure we have enough cover and support across the whole organisation and assist us in supporting the Mental Health First Aiders in their role. The tool will not collect any personal data, but the information collected will assist in identifying any issues, trends and hotspots allowing proactive interventions.

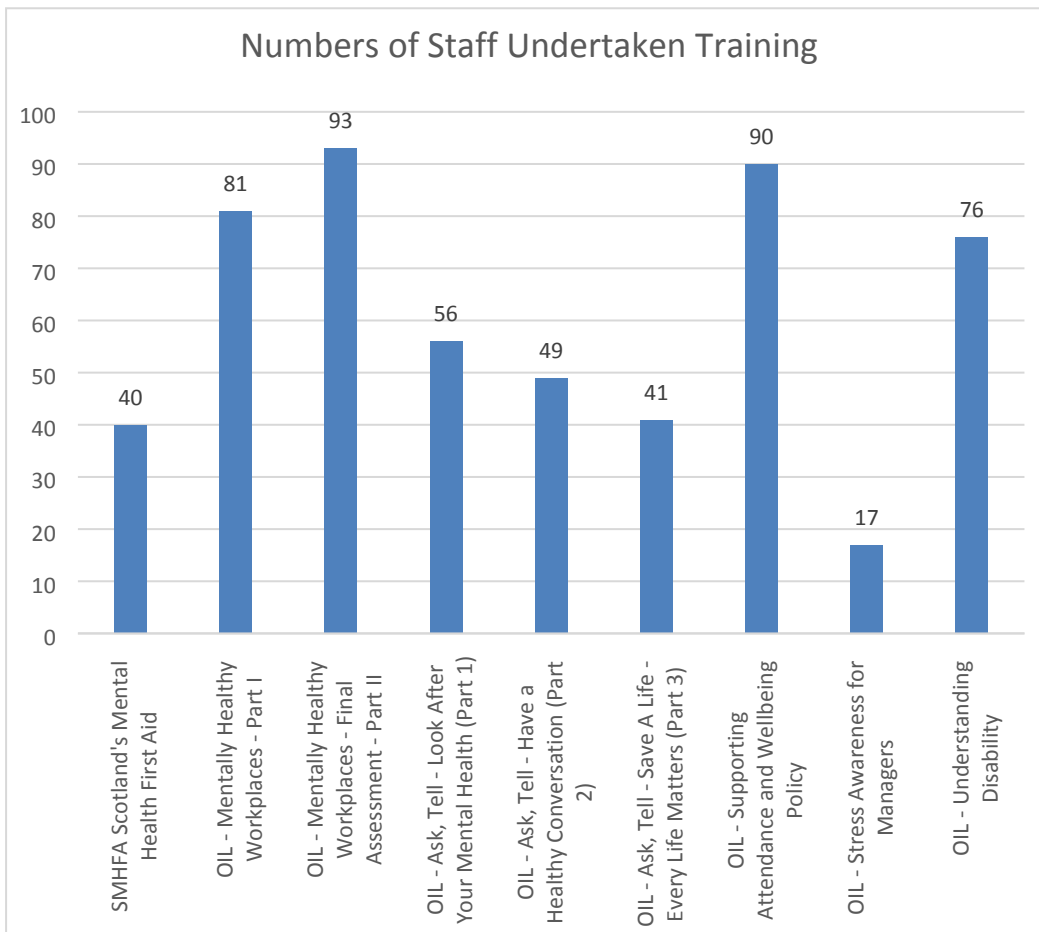4.3.6 **Current coverage of trained MHFA's**

Following two Mental Health First Aid training courses in October and November we currently have 40 mental health first aiders trained. There are three further courses scheduled for the first quarter of 2020 which will result in

approx. 90 Mental Health First Aiders being trained by the end of the financial year. The existing first aiders are located at:

- Altens East Depot
- Archibald Simpson House
- Central Library
- Balnagask Court
- Central Procurement Unit
- Harlaw Academy
- KaimCourt
- Kincorth
- Kittybrewster
- Len Ironside Centre
- Marischal College
- Maritime Museum/Art Gallery
- Mastrick
- Royal Cornhill Hospital
- Tillydrone
- Town House
- Woodhill House

4.4 **Training Programme**

4.4.1 A training programme has been made available for all staff to undertake to gain an understanding and raise awareness of mental health in the workplace. A breakdown of numbers can be seen below with a total of 543 employees having completed training since January 2019.

Numbers of Staff Undertaken Training

Training	Number
SMHFA Scotland's Mental Health First Aid	40
OIL - Mentally Healthy Workplaces - Part I	81
OIL - Mentally Healthy Workplaces - Final Assessment - Part II	93
OIL - Ask, Tell - Look After Your Mental Health (Part 1)	56
OIL - Ask, Tell - Have a Healthy Conversation (Part 2)	49
OIL - Ask, Tell - Save A Life - Every Life Matters (Part 3)	41
OIL - Supporting Attendance and Wellbeing Policy	90
OIL - Stress Awareness for Managers	17
OIL - Understanding Disability	76

4.4.1 eLearning

A suite of mental health eLearning training is now available for all employees to undertake including:
- Mentally Healthy Workplaces
- Ask, Tell, Save a life – online learning clips on Suicide Prevention
- Alcohol and Drugs in the Workplace

and for managers:
- Stress Awareness for Managers

and other external eLearning training is available on our Mental Health and Wellbeing pages:
- Mental Health eLearning for Teachers
- See Me in Work
- Understanding Sleep

4.4.2 Face to Face Training

A programme of face to face training for all employees includes:
- Personal Resilience
- Promoting Resilience
- Mindfulness

and for managers:
- Mentally Healthy Workplaces for Managers (Mandatory)
- Alcohol and Drugs in the Workplace for Managers

- Quality of Working Lives – Stress Risk Assessment

and for Mental Health First Aid Network:
- ASIST Suicide Prevention Training
- Scotland's Mental Health First Aid Training

We will monitor and report on completion rates of mandatory training for Managers to CMT.

5. NEXT STEPS

5.1 Mental Health First Aid Network

5.1.1 The next steps at this stage of the project are to:
- Shift from the delivery of the action plan to focus on data led interventions to support areas of the organisation where a mental health intervention would be appropriate. This will be done by analysing data gathered from Mental Health First Aiders, Aberdeen City Council absence information and usage information from the Employee Assistance provider;
- Measurement of the impact of the data led interventions and the impact on absence levels in those areas;
- Focus enrolling MHFA's in the locations and Clusters where current cover is lower;
- Delivery of Mental Health First Aid Training in January, February and March 2020.
- Increase the number of managers who are trained to raise awareness to support employees experiencing mental health issues
- Analyse feedback to identify hotspots and expressly target with training and other wellbeing initiatives
- Provide mechanisms for MHFA's to receive appropriate support and supervision and review interventions being provided and also to have a peer support network in place to share knowledge and experience. This mechanism will also provide the opportunity to identify development needs for the Mental Health First Aiders.

5.2 Mental Health Awareness Week 2020

World Mental Health Day is on Saturday 10 October 2020. To mark this event, activities will be planned around this year's theme 'Mental Health in the Workplace'

5.3 Training Programme

Continue to add to, advertise and encourage all staff to undertake the mental health awareness training available. Further training will be added to this in 2020.
- Face to Face - Compassionate Conversations Pilot – Samaritans
- Asist Suicide prevention

5.4　**Communication Plan**

- Poster campaigns in all locations identifying MHFA's and how to contact them
- Regular campaign updates sent out through the Leadership Forum
- Regular email updates sent out to all staff
- News posts on the new Intranet
- All information available on People Anytime Wellbeing pages
- Wellbeing noticeboards established in all locations with information regarding training, support and how to get involved

6.　FINANCIAL IMPLICATIONS

6.1　Mental health and wellbeing is increasingly being seen as a core component of service delivery, linked to both staff retention and customer satisfaction. There is the potential to reduce direct and indirect costs in relation to sickness absence, low morale/engagement and increased turnover by supporting and promoting positive mental health. This can have a significant impact on Function / Cluster budgets.

6.2　There are savings to be realised through early intervention to support employees in the workplace. The longer an employee is off work the more challenging it becomes to manage mental health problems and less likely that they will return to work. Long-term absence is costly. There is mutual benefit if we can proactively support employees in the workplace by providing a mentally healthy environment.

7.　LEGAL IMPLICATIONS

7.1　Under the Health & Safety at Work Act 1974 etc there is a legal requirement to ensure the health safety and welfare at work of our employees and assess and address all risks that might cause harm. It may not be possible to prevent all causes of mental health, although as an employer steps can be taken to reduce work-related causes.

7.2　Where an employee's mental ill health amounts to a disability, in accordance with the Equality Act 2010, reasonable adjustments must be considered to allow the employee to carry out their job.

7.3　Failure to comply with legislation in ensuring a safe and healthy workplace has the potential to result in enforcement action by the Health and Safety Executive (HSE). This includes fines, imprisonment and remedial orders. There is also the possibility of employee civil claims, which are more likely to succeed following a successful HSE prosecution. Equality breaches can also result in potential claims and employment tribunal action.

8. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	If no action is taken, then there is the potential to incur direct and indirect costs.	M	Implementation of an employee Mental Health Action Plan will provide a holistic approach to improving employee mental health. Such a proactive approach to improving awareness and supporting employees with reasonable adjustments will reduce direct and indirect costs and improve compliance with legislation.
Legal	If no action is taken, then there is limited mitigation to potential challenge and subsequent claims. Poor management of mental health has the potential to attract tribunal and enforcement action (Criminal and Civil), fines and claims.	M	As above.
Employee	If no action is taken to support employee mental health and address trends, then the organisation may incur both direct and indirect costs.	M	As above. Supported employees are more likely to be able to stay in work or return to work after a period of absence, reducing long term absence. Benefits to employees include improved quality of workplace experience, improved wellbeing, employees feeling more valued, increased morale and engagement. This should help to reduce the incidence of psychological related sickness absence, the number of occupational health referrals and use of

			the employee counselling service.
Customer	If no action is taken to support a mentally healthy workplace this will result in reduced quality of service delivery owing to the lack of resource.	M	Implementation of a Mental Health Action Plan will improve service delivery owing to happier, healthier and more engaged employees.
Environment	There is no environmental risk.	N/A	N/A
Technology	There is no technological risk.	N/A	N/A
Reputational	If no action is taken to support a mentally healthy workplace there is a risk of the organisation not being seen as an employer of choice and having recruitment and retention issues.	M	Implementation of a Mental Health Action Plan demonstrates a commitment by the employer in providing a mentally healthy workplace.

9.   **OUTCOMES**

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	Having a Mental Health Action Plan in place should assist with employee morale and engagement demonstrating the Council as a caring employer applying good employment practices in relation to equality and diversity. With levels of employee morale and engagement linked to productivity and resource efficiency, having a plan in place should assist the Council in delivering services as cost effectively as it can. Given the role that the Council plays in fostering an environment where the local economy can thrive, having an engaged workforce delivering efficient cost-effective services is a key element of achieving this.
Prosperous People	As an organisation the Council considers the health of its workforce to be paramount and a key element in service delivery. This focus is important in having

	an engaged workforce and all the additional benefits associated with this. A mentally healthy workplace can support employees which can have a positive ripple effect in the local community. This should substantially reduce the negative impact of mental health on employee productivity, efficiency and overall behaviour at work resulting in better service delivery.
Prosperous Place	The Council requires to keep employees healthy and safe whilst in work and manage any risks in the workplace that are likely to give rise to work-related ill health. Through a proactive approach to mental health, this will create a positive workplace and a healthier workforce, which will also protect and enhance our image and reputation as a good employer. Any detrimental effects caused through poor health of employees impacts on the provision of public services. An engaged workforce is best placed to provide good service delivery to the residents of the city. This would result in good public opinion, which would benefit the city, which can extend outwardly to visitors and businesses seeking to inwardly invest. Through proactive intervention in relation to employee mental health this can have a positive impact on the local economy and reduce the drain on other public-sector services.

Design Principles of Target Operating Model	
	Impact of Report
Workforce	This report links to the 'Workforce' design principle in that having an employee mental health action plan in place will assist with the promotion of equality in the workplace; with many mental health issues being classed as a disability. The plan should assist in the retention of disabled employees, helping to ensure that the Council has a diverse workforce.
Partnerships and Alliances	Approval of the recommendation would assist in reducing the risk of lost resource through for example absence, enforcement action and potential claims. Early address of issues has the potential to reduce impact on employees and the wider community reducing demands on other public-sector organisations.

10. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	An Equality & Human Rights Impact Assessment has been undertaken and has not identified any negative implications.
Data Protection Impact Assessment	Not required
Duty of Due Regard / Fairer Scotland Duty	Not applicable

11. BACKGROUND PAPERS

ACAS Framework for positive mental health
http://www.acas.org.uk/index.aspx?articleid=1900&gclid=EAIaIQobChMIuNDth6-m3wIVzrvtCh2E7QZyEAAYASAAEgLEHPD_BwE

Health and Safety Executive (HSE) page
http://www.hse.gov.uk/stress/mental-health.htm

'Thriving at Work' - Stevenson/Farmer independent review of mental health and employers
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/658145/thriving-at-work-stevenson-farmer-review.pdf

ACAS framework for positive mental health
http://www.acas.org.uk/media/pdf/r/i/Acas-framework-for-positive-mental-health-at-work.pdf

ACAS research paper
http://www.acas.org.uk/media/pdf/2/p/Mental_health_report_11_Nov_2016.pdf

ACAS guidance
http://www.acas.org.uk/media/pdf/s/j/Promoting_Mental_Health_Nov.pdf

Note: The content of the attached Employee Mental Health Action Plan is based on the documents under the above links; in particular the Stevenson/Farmer review 'Thriving at Work'. The circle diagram under 2.1 above contains elements within these papers.

10. APPENDICES

Appendix 1 – Mental Health Improvement Action Plan

12. REPORT AUTHOR CONTACT DETAILS

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Appendix 1

Theme	Outcome	Improvement action areas	Detail	Next Steps
1.Tackle stigma	Visible commitment to positive mental heath	a. Participate in national proactive awareness raising campaigns through a calendar of events Include reference to creating a mentally healthy workplace in new Council Capability Framework ☑ b. Conduct focus groups with staff on the content and the delivery of this action plan ☑	ACC utilising all appropriate national campaigns rather than adopting a specific one ☑ Updated Action Plan added to People Anytime pages ☑ Mental Health First Aid Posters advertising network across entire organisation ☑	Continue to communicate mental health and wellbeing initiatives in line with national programmes and deliver training and information campaigns as appropriate Meeting scheduled with Caroline Hartley re NHS/Road Haulage mental health awareness
	Managers have mental health rapport with employees	a. Introduce a Standard Management objective for Performance Review and Development ☑ b. Open discussion of mental health and support to be held wherever possible and appropriate e.g. 1-2-1s, team meetings and induction	New CR&D process embeds guiding principles for all employees ☑ Wellbeing Welcomes introduced at start of team and	Encourage mangers to attend the 1 Day Mentally Health Workplaces for Managers training to raise mental health awareness. Roll out Compassionate Conversations pilot training with managers. A course designed by the Samaritans to help managers to start the conversation

		training. Chief Officers to role model an open approach. ☑	1-2-1 meetings ☑	
	Employees are self-aware and ask for help when needed	a. Raise mental health awareness through development of employee training and awareness raising sessions which include case stories from members of staff ☑ b. Use of "buddy system" (out with management) and link to national online support schemes ☑ c. Employees encouraged to share experiences, to access support and highlight improvement areas through focus groups and online discussion forums ☑	Suite of online and face to face training now available ☑ Mental Health First Aiders now trained and available to sign post staff to find support ☑ Mental Health First Aider network developed to share best practice ☑	Deliver 3 more training course for Mental Health First Aid in the first quarter of 2020. Continue to signpost employees to undertake the Mentally Healthy Workplaces online training Mental Health First Aider Network meetings to take place and identify improvements areas Create online discussion groups to highlight improvement areas on our new Intranet (SharePoint)
2.Empower employees	The organisation understands the impact personal issues can have on mental wellbeing	a. Review and improve available data relating to mental health and psychological reasons for absence to understand and act on improved information b. Develop and share personal stories of those impacted by mental health issues with managers ☑	Ongoing	Analyse absence data available and target initiatives and interventions where appropriate across the organisation Encourage volunteering initiatives

	Managers can handle difficult conversations effectively	a. Upskill managers in having sensitive conversations through development and promotion of training and awareness sessions and communications ☑ b. Improve manager skills in supporting people through change ☑	Regular webinars by Senior Management on mental health and wellbeing☑ Mental Health having difficult conversations training available on People Anytime and Learning Academy☑ Webinars on mental health from Samaritans, and Chief Officers delivered☑ Buddying with TU and managers to support long term absence?	Digital Age – managing workload guidance to be included on Learning Academy Pilot new Compassionate Conversations training with managers Further webinars on mental health and wellbeing subjects
	Employees can identify personal stress triggers	a. Through training, introduce employees to positive coping strategies, to recognise signs in themselves and others ☑	Mental Health First Aid Network launched☑	Deliver Personal Resilience Training through ACC and NELC

		b. Provide mechanisms for peer support to colleagues ☑ c. Create a safe environment/physical space, which employees can access to promote self-care during the working day	Mental Health Suite of training available for all staff☑	Continue discussions with Facilities to find suitable space for safe environments Continue discussions re tapping in to volunteering initiatives in our city's parks and gardens by joining 'Friends of …' groups
3.Improve awareness	Raise the profile of mental health issues and wellbeing in the workplace.	a. Focus on awareness raising and improved access to wellbeing initiatives and mental health support in remote locations, i.e. where computer access is limited. Develop a communications plan for Functions/Clusters to ensure all staff groups are equally covered including all non-networked groups e.g. teachers ☑ b. Review Mental Health and Wellbeing in the Workplace Policy and develop Guidance (based on mental health core standards) ☑ c. Develop a communications plan to accompany the calendar of events and mental health pledge ☑	Skillsets included in Continuous Review and Development (CR&D) to support employee mental health and wellbeing☑ Mental Health Training and opportunities communicated through Equalities Newsletters☑ Mental Health Apps available on Mental Health pages on People Anytime☑	Work with Internal Communications and Engagement Team to develop a communications plan for all wellbeing initiatives to reach all venues and locations across the organisation Improve and encourage disclosure of mental health issues by staff through MHFA or Line Manager Mental Health and Wellbeing workplace guidance to be refreshed

		d. Improve disclosure by staff with mental health issues by developing options for employees to disclose in a way they feel comfortable	Webinar delivered by CE endorsing Mental Health Action Plan and our commitment to improvement☑ SamH eLearning for teachers and other staff working with young people available on Mental Health pages on People Anytime☑	
	Managers are informed and open to conversations with staff	a. Promote effective people management through the development of manager behavioural standards ☑ b. Promote the completion and application of the HSE Management Behaviours questionnaire ☑	Skillsets included in Continuous Review and Development (CR&D) to support employee mental health and wellbeing☑	Further promotion around training and HSE Management Behaviour Further dates to run QWL Risk Assessment training to be available for managers

			HSE Management Behaviours questionnaire added to the People Anytime Mental Health and Wellbeing pages☑	
	Employees look after their own wellbeing	a. Maintain personal wellbeing (physical and mental) and build personal resilience through training and calendar of events and through continued access to self-care wellbeing initiatives and increased promotion of health-related employee benefits ☑ b. Employees share details of mental health experiences, in ways they are comfortable with, as part of the calendar of events e.g. this could be through sharing anonymously via a blog	Pilates and Yoga classes available onsite for staff☑ Promotion of health related employee benefits☑ Personal Resilience training available for staff☑ Increased Suicide Awareness Training (delivered 1 ASIST– Applied Suicide Intervention	Further development of mental health and wellbeing initiatives to improve physical and mental wellbeing Development of interactive wellbeing pages on SharePoint where employees can post their own stories and comment on various initiatives available More training on resilience, mindfulness and meditation techniques to help employees build up own self-care Deliver further ASIST training

			Training) in October☑ Advertised Self-Care apps, tea and talks, NHS pages Moodzone etc. on People Anytime Mental Health pages☑	
4.Joined up approach	Organisation tackles the causes of workplace stress	a. Develop a wellbeing plan (presented to SGC March 2019) to show holistic approach and reference mental health action plan ☑ b. Improve access and use of data relating to causes of psychological absence, improved benchmarking and learning from others c. Improve the consistency of completion of Quality of Working Lives risk assessments, in particular following Return to Work Discussions, through promotion, management training and joint working with	Quality of Working Lives Risk Assessment training delivered by Health and Safety Team☑ Ongoing	Training to be made available on Quality of Working Lives Risk Assessments for use in return to work discussions Work towards improving data recording reasons for absences and reporting on this Improvement project to identify triggers Metrics on return to work discussions

		the Health and Safety team (attach to any OHP referral) ☑ d. Explore triggers of stress which may occur through change or people processes and identify improvement actions to reduce stress		
	Plan work with "people in mind"	a. Explore the use of Wellness Action Plans / ALISS ☑	Presentation from Link Practitioner delivered to raise awareness of new Links Approach to improving Mental Health☑	Further exploration of wellness action plans
	Employees take notice and support colleagues	a. Development of a culture of peer support through the culture change programme b. Development of a buddy programme for staff and put in place on an ongoing basis c. Explore possibility of employees having an alternative person to speak to rather than own line manager. ☑ d. Also explore the potential of having an advocate for	Rollout of CR&D commenced in December to all staff including skillsets around looking after each other at work☑ Mental Health First Aider Network launched☑	More MHFA to be trained and advertised targeting areas where little or no cover

		those employees who may struggle to express how they feel	Advertise 7 cups of tea with support Forums☑	
5.Support managers	The organisation provides support and trains managers to identify, understand and address mental health factors in the workplace.	a. Develop mandatory online training for managers in supporting mental health in the workplace ☑ b. Train managers as Mental Health First Aiders in the workplace ☑ c. Upskill managers through additional development and awareness sessions, including peer support. Also, to ensure sharing of knowledge and experience between managers ☑	Mentally Health Workplaces eLearning training available on OIL☑ 2 x Mental Health First Aider courses delivered☑ Line Managers offered Mental Health First Aid training with 4 attending☑ Previously trained Mental Health First Aider staff offered refresher training☑	3 x Mental Health First Aid courses to run in beginning of 2020 Encourage update for managers on various mental health training available

	Employees engage with line managers	a. Employees encouraged to share experiences, to access support and highlight improvement areas via engagement activities promoted through line managers ☑	1st Mental Health Awareness Week ran successfully in October 2019 with approx. 280 employees attending 28 events across the organisation☑	Plan and organise our 2nd Mental Health Awareness Week in conjunction with NHS, AHSCP and 3rd Sector colleagues

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